

Shelby County Board of Education

Fiscal Year
2013-2014

District Budget



SHELBY COUNTY SCHOOLS

PROPOSED BUDGET

FISCAL YEAR 2013-14

MAY 12, 2013

PREPARED BY
DEPARTMENT OF FINANCE

www.scsk12.org

160 South Hollywood • Memphis, TN 38112

Shelby County Schools offers educational and employment opportunities without regard to race, color, national origin, religion, sex, creed, age, or disability.

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SHELBY COUNTY BOARD OF COMMISSIONERS

COMMISSIONER	DISTRICT	TERM EXPIRATION
William "Billy" Orgel, Chairman	District 7 Commissioner (Elected)	8/31/2014
Teresa D. Jones, Vice-Chairman	District 2 Commissioner (Elected)	8/31/2016
Christopher Caldwell	District 1 Commissioner (Elected)	8/31/2014
Dr. Snowden Carruthers	District 1 Commissioner (Elected)	8/31/2013
Ernest L. Chism	District 7 Commissioner (Elected)	8/31/2013
Joseph A. Clayton	District 4 Commissioner (Elected)	8/31/2013
Stephanie Gatewood	District 1 Commissioner (Elected)	8/31/2013
Diane L. George	District 6 Commissioner (Elected)	8/31/2013
Mary Anne Gibson	District 5 Commissioner (Appointed)	8/31/2013
Tomeka R. Hart	District 7 Commissioner (Elected)	8/31/2013
Martavius D. Jones	District 4 Commissioner (Elected)	8/31/2013
Sara L. Lewis	District 6 Commissioner (Elected)	8/31/2013
Dr. Oscar Love	District 3 Commissioner (Appointed)	8/31/2013
Betty J. Mallott	District 2 Commissioner (Elected)	8/31/2013
David A. Pickler	District 5 Commissioner (Elected)	8/31/2014
Reginald Porter, Jr.	District 6 Commissioner (Elected)	8/31/2016
David Reaves	District 3 Commissioner (Elected)	8/31/2014
Patrice Jordan Robinson	District 3 Commissioner (Elected)	8/31/2013
Dr. Jeff S. Warren	District 5 Commissioner (Elected)	8/31/2013
Dr. Kenneth T. Whalum, Jr.	Commissioner At-Large Position 2 (Elected)	8/31/2013
Dr. Freda Williams	Commissioner At-Large Position 1 (Elected)	8/31/2013
Mike Wissman	District 2 Commissioner (Elected)	8/31/2013
Kevin Woods	District 4 Commissioner (Elected)	8/31/2016

ADMINISTRATION

Superintendent	Dorsey E. Hopson II, Esq.
Chief Academic Officer	Dr. Roderick Richmond
Chief of Business Operations	Hitesh Haria
Chief Financial Officer	Pamela Anstey
Chief Human Capital Officer	Laura Link
Chief Information Officer	Rich Valerga
Chief Innovation Officer	Dr. Tim Setterlund
Chief Internal Auditor	Melvin T. Burgess II
Chief of Planning and Accountability	William E. White II
Chief of Staff	David Stephens
Chief of Student Services	Herchel Burton
General Counsel	

SHELBY COUNTY SCHOOLS

Mission

Preparing all students for success in learning, leadership, and life.

Vision Statement

Our District will be the premier school district attracting a diverse student population and effective teachers, leaders, and staff all **committed** to excellence.

Core Beliefs and Commitments

We **believe** that all students can achieve at high global academic standards that will prepare them to become successful in life.

- We **commit** to prepare all students to achieve at high global academic standards.
- We **commit** to closing the achievement gap.
- We **commit** to be accountable for successfully implementing rigorous standards.

We **believe** that all students require quality resources and supports to achieve high levels of success.

- We **commit** to equitable distribution of quality resources and supports to all students.
- We **commit** to providing a safe and nurturing school environment for all students.

We **believe** that effective teachers and school leaders are essential to high student achievement.

- We **commit** to recruiting, hiring, training, retaining, and supporting effective teachers and school leaders.
- We **commit** to create and sustain a culture of high expectations.

We **believe** that strong public support and community partnerships are essential for all students to excel.

- We **commit** to meaningfully engaging families in the education of their children.
- We **commit** to working collaboratively with all community stakeholders.

We **believe** that our school system can be a high performing, accountable, and transparent organization.

- We **commit** to being a high performing, accountable, and transparent organization.

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**SHELBY COUNTY SCHOOLS
BUDGET PLANNING AND PREPARATION CALENDAR
FISCAL YEAR 2013-14**

October 26, 2012	DRAFT BUDGET CALENDAR PRESENTED TO SUPERINTENDENTS
October 30, 2012	DRAFT BUDGET CALENDAR AND ASSUMPTIONS PRESENTED AT REGULAR BUSINESS MEETING
November 30, 2012	MCS & SCS General, CIP, and Special Revenue Fund information packets, guidelines and enrollment projections provided to budget center managers
December 14, 2012	MCS & SCS Budget requests due from budget center managers
February 4, 2013	INITIAL BUDGET PRESENTED TO BOARD BY TRANSITION STEERING COMMITTEE
February 4th & 5th, 2013	COMMUNITY FORUMS HELD FROM 6:00 – 8:00 PM EACH EVENING
February 12, 2013	SPECIAL CALLED BOARD MEETING FOR APPROVAL OF INITIAL FY2013-14 BUDGET
February 23, 2013	BUDGET RETREAT WITH SHELBY COUNTY BOARD OF COMMISSIONERS
May 12, 2013	PROPOSED BUDGET DELIVERED TO BOARD OF COMMISSIONERS
May 14, 2013	PROPOSED BUDGET - ALL FUNDS – BOARD PRESENTATION WITH COMMUNITY INPUT 5:30 PM
May 15, 2013	PROPOSED BUDGET - ALL FUNDS – BOARD QUESTION AND ANSWER SESSION 12:00 NOON
May 16, 2013	SPECIAL CALLED BOARD MEETING FOR APPROVAL OF FY2013-14 BUDGET 1:00 PM
May 20, 2013	SUBMIT PROPOSED BUDGET TO SHELBY COUNTY BOARD OF COMMISSIONERS
May 22, 2013	SHELBY COUNTY GENERAL FUND BUDGET HEARING
TBD	BUDGET SUBMITTED TO BOARD OF COMMISSIONERS FOR FINAL APPROVAL
AUGUST 1, 2013	SUBMIT BUDGET TO STATE OF TENNESSEE

Boldface dates are Board of Education meeting or discussion/action dates.

SHELBY COUNTY SCHOOLS PROPOSED BUDGET ASSUMPTIONS FISCAL YEAR 2013 - 2014

GENERAL:

1. Enrollment projections were developed by school site assuming a continual decline in base enrollment.
2. The current 30 charter schools will add a grade level as identified or outlined in the contracts. The District has planned for 41 charter schools for Fiscal Year 2013-14. Eleven of the 41 schools are charter operators whose applications were approved in Fiscal Year 2011-12, but have not yet opened. These schools are planning to open in Fiscal Year 2013-14.
3. The District plans to continue recruiting, training, and retaining highly effective teachers to accelerate student achievement, which will require the redeployment of resources and adjustments to various practices and procedures within SCS.
4. A review was conducted to identify school consolidations and closures. Some of the factors considered were: facility index, declining enrollment, waning birthrates/maturing population and increased housing/vacancies by zip code. The District will close the following schools: Orleans Elementary, Norris Elementary, Coro Lake Elementary and White's Chapel Elementary.
5. Shelby County Schools issued a Request For Proposals (RFPs) for the outsourcing of Custodial Services, Transportation and Harmonization of Employee Benefits. These items were proposed in the Transition Planning Commission's plan to be reviewed to identify potential savings. The savings are reflected in the proposed budget.
6. The District expects enrollment shifts to the Achievement School District (ASD) to continue. The ASD will direct run three additional schools and have authorized for Charter Management Organizations to either phase in or totally run seven additional schools.

REVENUES:

1. Fiscal Year 2013-14 local property tax rates and revenue budgets for education may increase from the 2012-13 Fiscal Year budget due to the merger. Generally, local sources of revenues, on a per pupil basis, remain relatively unchanged from year to year in order to remain in compliance with BEP Maintenance of Effort. However, due to the consolidation, Maintenance of Effort will be re-calculated and averaged over the next three years.
2. The indirect cost rate of 15.89% for non-restricted programs (Nutrition) and 3.28% Restricted Programs (Federal Grants) has been applied to applicable expenditures.
3. Fiscal Year 2013-14 Sales Tax Revenues are expected to increase slightly by approximately 3% based upon Fiscal Year 2012-13 collections to date and historical trends.
4. The budget will be balanced by enacting expenditure controls for efficient, economical, and effective use of resources.
5. Fiscal Year 2013-14 assumes that all other revenues are projected to remain flat.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET ASSUMPTIONS
FISCAL YEAR 2013 - 2014**

EXPENDITURES:

1. Budget development was focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Board of Commissioners and stakeholders.
2. Emphasis was placed on identification of efficiencies, reengineering of operations, identification of revenue generators, and prudent review of alternative funding sources to maximize resources. Efficiencies and investments were identified and tracked separately.
3. The District prepared the budget using a combination of Zero Based Budget Methodology, as well as Board approved recommendations from the Transition Planning Commission and the Transition Steering Committee. All costs were scrutinized and funded based on the value added or outcome to the ***District's Mission, Vision and Core Beliefs.***
4. The budget reflects increases identified as: non-controllable items (contracts, gasoline, postage, utilities, etc.); functional assignments as realigned; or necessary investments to support the strategic plan of the District.
5. The budget was built to fund: mandated costs, grant matching requirements and substantiated cost for current programs; less efficiencies or cost savings; plus initiatives required to reach the goals of high academically performing schools, safe schools, improved graduation rates, and fiscal accountability.
6. Fiscal Year 2013-14 allows for step increases and no cost of living adjustment (COLA). The District has requested a waiver from the State of Tennessee to use the component of Basic Education Program funds allocated to the COLA instead for harmonization of salaries for teachers, assistant principals and principals.
7. Health insurance reflects changes in Board contribution rates. Effective July 2013, rates will depend on the results of the harmonization and change of plan design.
8. SCS will continue to provide health care through a Medicare Supplement to Medicare eligible retirees. The budget does not include a contribution towards the Other Post-Employment Benefits (OPEB) unfunded liability. As of June 30, 2012, the combined District's unfunded OPEB liability was \$1,409,004,035.
9. Retirement benefit costs are normally adjusted by the State on a biennial basis. The State adjusted the District's retirement rates for Fiscal Year 2013-14 due to the merger. The District has budgeted the following rates: 8.88% for certificated and 8.96% for classified employees.
10. Budget development was based on revised teacher staffing formulas for Fiscal Year 2013-14. The formulas comply with State requirements. (See following page.)
11. A contingency was built into the budget to cover transitional costs not yet identified.

2013-14
Shelby County Schools Staffing Formula

Classroom Teachers

Grades K-3

One teacher per every 20 students will be allocated.

Grades 4-5

One teacher per every 25 students will be allocated.

Grades 6-8

**One teacher per every 24 students will be allocated for enrollment less than 600.
One teacher per every 21.5 students will be allocated for enrollment greater than 600.**

Grades 9-12

**One teacher per every 24 students will be allocated for enrollment less than 1,200.
One teacher per every 22.5 students will be allocated for enrollment greater than 1,200.**

Career and Technology

One teacher per every 20 students will be allocated.

English as a Second Language (ESL)

One teacher per every 40 students will be allocated.

ROTC

Staffed as follows:

Enrollment	Officer	NCO
100-150	1	1
151-250	1	2
251-350	1	3
351-499	1	4

2013-14

Shelby County Schools Staffing Formula

Assistant Principals					
High School		Middle School		Elementary	
Enrollment	Staff	Enrollment	Staff	Enrollment	Staff
1	650	1		1	500
651	1200	2		501	650
1201	1600	3		651	1,200
>1,601		5		>1,201	3
*Includes one Vice-Principal					
Guidance Counselors					
High School		Middle School		Elementary	
Enrollment	Staff	Enrollment	Staff	Enrollment	Staff
1	749	1		1	249
750	999	2		250	1,000
1000	1,499	3		>1001	2
1500	1,600	4			
>1601		5			
Librarians					
High School		Middle School		Elementary	
Enrollment	Staff	Enrollment	Staff	Enrollment	Staff
1	1,500	1		1	Per School
>1,501		2			
Clerical					
High School		Middle School		Elementary	
Enrollment	Staff	Enrollment	Staff	Enrollment	Staff
1	500	2		1	500
501	1,000	3		501	1,000
1,001	1,500	4		1001	1,500
1,501	2,000	6		1501	2,000
>2,001		7		>2,001	7
Elementary Physical Education, Music & Art Teachers					
Physical Education		Art and Music			
Homeroom Teachers		Homeroom Teachers			
Homeroom Teachers	Staff	Homeroom Teachers	Staff		
1	20	1		1	15
21	22	1.2		16	20
23		1.4		21	25
24	25	1.6		26	30
26		1.8		31	35
27	45	2		36	40
27	45	2		36	40
46	47	2.2		41	45
48	49	2.4		46	50
50	51	2.6		51	55
52	53	2.8		56	60
54	55	3		61	65
56	57	3.2			
58	60	3.4			
Elementary Educational Assistants					
Enrollment		Staff			
Enrollment	Staff	Enrollment	Staff		
1	449	1			
450	649	2			
650	850	3			
>851		4			
High School Study Hall					
1 per school					
High School In School Suspension					
1 per school					
Middle School In School Suspension					
1 per school					

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**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
FISCAL YEAR 2013-14**

General Fund

Source of Funds	\$ 1,151,675,610
Expenditures	\$ 1,187,446,026
Budget Gap	<u><u>\$ (35,770,416)</u></u>

Capital Improvement Program

Anticipated Use of Fund Balance	\$ 13,077,174
Revenues	<u>54,723,447</u>
Total Source of Funds	<u>67,800,621</u>
Expenditures	<u>67,800,621</u>
Budget Variance	<u><u>\$ -</u></u>

Non-Federal Programs

Estimated Beginning Balance	\$ 4,190,189
Revenues	<u>29,182,950</u>
Total Source of Funds	<u>33,373,139</u>
Expenditures	<u>32,670,280</u>
Estimated Ending Balance	<u><u>\$ 702,859</u></u>

Nutrition Services

Anticipated Use of Fund Balance	\$ 4,047,418
Revenues	<u>83,533,993</u>
Total Source of Funds	<u>87,581,411</u>
Expenditures	<u>87,581,411</u>
Budget Variance	<u><u>\$ -</u></u>

Federal Programs

Revenues	\$ 132,053,634
Expenditures	<u>\$ 132,053,634</u>

Internal Service Fund

Revenues	\$ 3,667,309
Expenditures	<u>\$ 3,667,309</u>

**SHELBY COUNTY SCHOOLS
GENERAL FUND BALANCE
FUND BALANCE**

Fund Balance as of June 30, 2012

Memphis City Schools **\$ 143,280,896**

Shelby County Schools 28,658,953 \$ 171,939,849

(Source: Pages 118 and 43 of Memphis City Schools and Shelby County Schools Annual Financial Reports For the Year Ended June 30, 2012, respectively)

Less:

Nonspendable: Inventories

(12,730,266)

Restricted for:

BEP reservation for FY2013 (\$1,261,589,292 x 3%)	(37,847,679)
Instruction - Extended Contract	(663,410)
Instruction - Career Ladder	(33,691)

Assigned to:

Education	(4,000,000)
Encumbrances	(18,539,069)
Legal Liability	(2,000,000)
OPEB	(12,000,000)
Planned Use of Fund Balance - FY 2012-13	(40,020,089)
	(76,559,158)

Unassigned Fund Balance, June 30, 2012

44,105,645

Add: BEP reservation for FY2013 (\$1,261,589,292 x 3%)

37,847,679

Less:

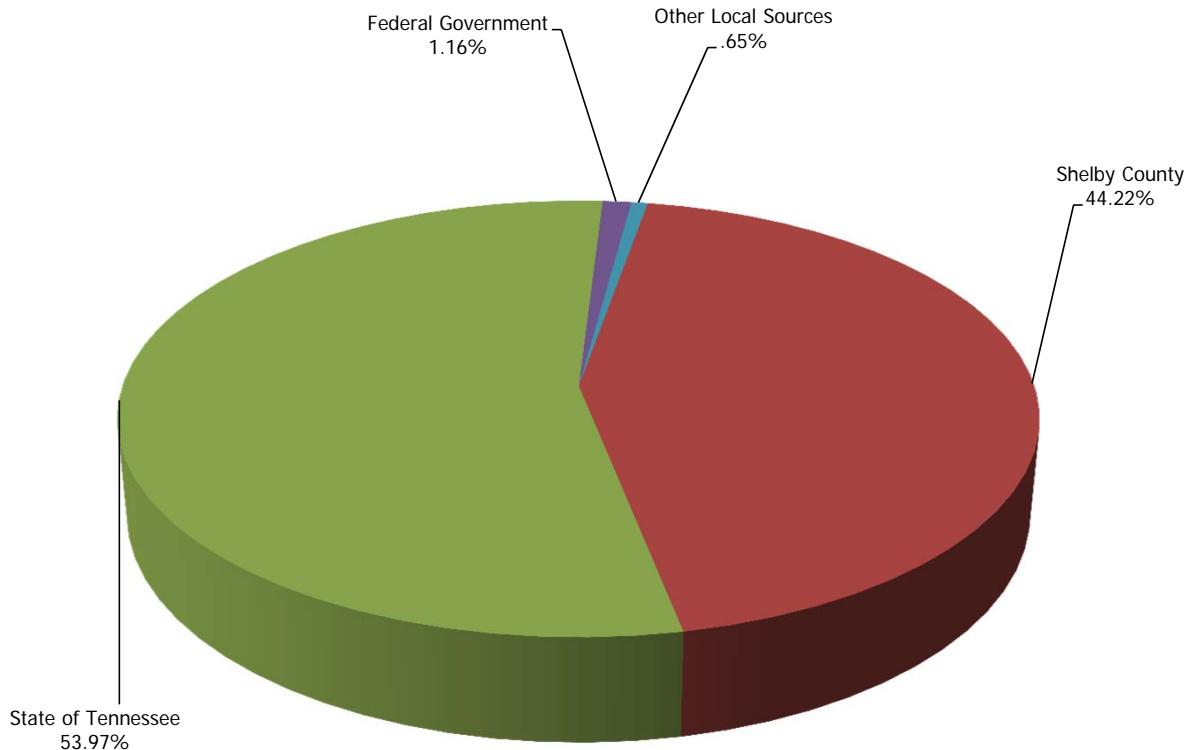
**2013-14 BEP Reserve
TCA 49-3-352 (c)
3% State Mandated Set-Aside of Expenditures
(\$1,187,446,026 x 3%) (35,623,381)**

Estimated Unassigned Fund Balance June 30, 2013

\$ 46,329,943

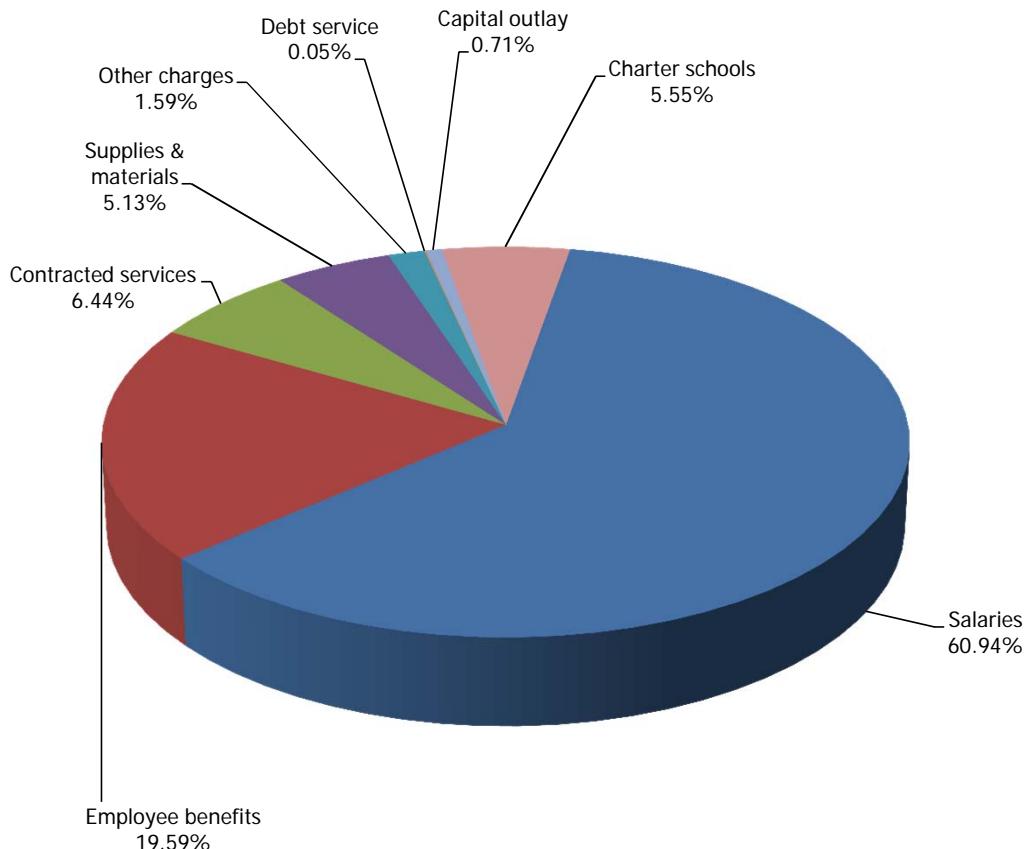
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**SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND REVENUE
FISCAL YEAR 2013-14
\$1,151,675,610**



	<u>2013-14 Proposed Budget</u>	<u>Percentage of 2013-14 Budget</u>
City of Memphis	\$ -	0.00%
Shelby County	509,196,910	44.22%
State of Tennessee	621,606,466	53.97%
Federal Government	13,347,550	1.16%
Other Local Sources	7,524,684	0.65%
 Total Revenue	 <u>\$ 1,151,675,610</u>	 <u>100.00%</u>

**SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND EXPENDITURES
FISCAL YEAR 2013-14
\$1,187,446,026**



	2013-14 Proposed Budget	Percentage of 2013-14 Budget
Salaries	\$ 723,651,694	60.94%
Employee benefits	232,620,179	19.59%
Contracted services	76,432,215	6.44%
Supplies & materials	60,871,943	5.13%
Other charges	18,895,049	1.59%
Debt service	592,879	0.05%
Capital outlay	8,424,956	0.71%
Charter schools	65,957,111	5.55%
Total Expenditures	\$ 1,187,446,026	100.00%

**SHELBY COUNTY SCHOOLS
COMPARATIVE ENROLLMENT
FISCAL YEARS 2013 AND 2014**

GRADE	2012-2013 ACTUAL	2013-14 PROJECTED	Variance
Kindergarten	11,606	10,731	(875)
1	11,530	11,338	(192)
2	10,868	11,043	175
3	11,097	10,456	(641)
4	11,303	10,458	(845)
5	10,844	10,630	(214)
Total K-5	67,248	64,656	(2,592)
6	9,682	10,028	346
7	10,166	9,669	(497)
8	10,054	9,834	(220)
Total 6-8	29,902	29,531	(371)
TOTAL K-8	97,150	94,187	(2,963)
9	11,536	12,073	537
10	10,686	10,232	(454)
11	10,006	9,896	(110)
12	9,936	9,374	(562)
Total 9-12	42,164	41,575	(589)
TOTAL K-12	139,314	135,762	(3,552)
SPECIAL EDUCATION CHARTER SCHOOLS	2,946 7,243	2,867 9,646	(79) 2,403
DAY STUDENT TOTAL	149,503	148,275	(1,228)
EVENING SCHOOL: FIRST SEMESTER (Contracted)	316	-	* (316)
SYSTEM TOTAL	149,819	148,275	(1,544)

*Enrollment To Be Determined.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

GRAND TOTAL REVENUE	2013-14 Proposed Budget	Percent of 2013-14 Budget
City of Memphis	\$ -	0.00%
County of Shelby	369,868,385	32.12%
Local Sales Tax	139,328,525	12.10%
State of Tennessee	621,606,466	53.97%
Federal Funds	13,347,550	1.16%
Local Funds	7,524,684	0.65%
TOTAL REVENUES	\$ 1,151,675,610	100.00%
Planned use of Fund Bal. Reserves	-	0.00%
Proposed General Fund Revenue Budget	\$ 1,151,675,610	100.00%

CITY OF MEMPHIS

In previous years, City of Memphis funding was comprised of Current Property Taxes, Delinquent Taxes, in Lieu of Taxes, Court Fines, Moving Traffic Violations, and other funding sources to be determined by the City of Memphis.

Maintenance of Effort: At the time of the merger, the City of Memphis will no longer continue to contribute maintenance of effort payments. Tennessee Code Annotated Section 49-2-203 requires Local Education Agencies (LEAs) to maintain the same level of funding each year either in total budget or on a per pupil basis. However, the TCA Section 49-3-314 allows for a post-merger re-set of the maintenance of effort levels for three years after the creation of the new LEA. It is assumed that the City will no longer contribute \$68 million in annual maintenance of effort payments when it loses its status as a LEA after the dissolution of Memphis City Schools.

Current Property Tax: In fiscal year 2006, the City Council approved a 27 cent tax increase after the tax rate was adjusted based on the reappraisal of property. The tax rate for education was adjusted to \$.8271 of the \$3.4332 tax rate less \$.005 commission with 94% expected collection. Education's share of the tax rate did not change from 2001 through 2008. For fiscal year 2009, the City Council approved a reduction of \$.6371 in the tax rate for education to 19 cents. A lawsuit was filed with the Chancery Court contesting the legality of the reduction. The Court found that that the City was obligated to provide funding. The City filed an appeal and the Tennessee Court of Appeals ruled that the City is responsible for funding the school district to comply with the State's Maintenance of Effort requirement. The City sought further legal remedies and petitioned the Tennessee State Supreme Court. The district was notified on August 25, 2010 that the Supreme Court declined to hear the City of Memphis' appeal regarding the school funding case. The Court's decision means that the City of Memphis owes the District \$55 million for the 2008-2009 school-year. Shelby County Schools will continue to pursue the collection.

Delinquent Taxes: This revenue represented taxes that become delinquent sixty days after the tax bills are mailed, normally July 1st of each year.

In Lieu Of Taxes: This revenue represented Memphis City Schools' share of proceeds from organizations that pay a set amount of taxes instead of the standard rate.

Court Fines – Drug Rehab: This revenue was produced by City designation of \$1.00 from each court fine and was to be used for Memphis City Schools' drug and alcohol programs.

Moving Traffic Violations Fines: This revenue was produced by the City designating \$10.00 of each moving traffic fine and \$2.00 of each city court fine was to be used for the Memphis City Schools' Driver Education Program.

Other: Other sources of funds were used to meet the maintenance of effort requirement.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

CITY OF MEMPHIS	2013-14 Proposed Budget	Percent of 2013-14 Budget
TOTAL CITY OF MEMPHIS	\$ -	0.00%

COUNTY OF SHELBY

NOTE: In July 2007, the County Commission approved a resolution that changed education funding retroactive to FY 2007. Total educational funding is now capped at a set budget amount regardless of total revenue collections. Beginning with FY 2008, funding realized from growth is applied toward and reduces the Wheel Tax obligation. Revenue growth in excess of the Wheel Tax obligation is placed in an educational trust fund that is held by the County Trustee and these dollars are applied toward the next fiscal year's funding cap. Total education funding is expected to remain flat for several years.

CURRENT PROPERTY TAX – Prior to FY 2007, revenues were based on the county property tax rate per one hundred dollars of assessed valuation with 98% expected collection. The county property tax rate represented the district's share of proceeds based upon a tax rate of \$4.02 for City residents and \$4.06 for County residents living outside the City of Memphis, which changed from the 2003 rate of \$3.79. Revenue estimates include Trustee Commission.

HISTORICAL TAX REFERENCE			
Fiscal Year	Tax Rate	Education Share	Budgeted Value of Penny (Current & Delinquent)
2013	\$4.02	\$1.91	\$ 1,729,000
2012	4.02	1.91	1,729,000
2011	4.02	1.90	1,729,000
2010	4.02	1.98	1,657,000
2009	4.04	2.02	1,619,000

DELINQUENT PROPERTY TAX – These taxes represent collections after February 28 of prior years.

WHEEL TAX – Effective October 1, 2001, the County wheel tax rate for auto license tag was doubled from \$25 to \$50 on privately owned vehicles; from \$40 to \$80 on business-owned vehicles, including leased vehicles, and from \$10 to \$20 on motorcycles. The revenues are divided with half the proceeds designated to the school district's operating funds and the other half is to be used by the county for debt repayment.

PRIVILEGE TAX – This tax is an annual business tax with allocation between city and county schools based upon average daily attendance.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

COUNTY OF SHELBY	2013-14 Proposed Budget	Percent of 2013-14 Budget
Property Tax	\$ 369,817,065	32.11%
Privilege Tax	51,320	0.00%
TOTAL COUNTY OF SHELBY	\$ 369,868,385	32.12%

LOCAL SALES TAX

COUNTY SALES TAX - The first one-half of the \$.0225 of collection has been designated for education. Previously to Fiscal Year 2014, it was divided on a weighted full-time equivalent of average daily attendance basis between the city schools and county schools.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

LOCAL SALES TAX	2013-14 Proposed Budget	Percent of 2013-14 Budget
County Sales Tax	\$ 139,328,525	12.10%
TOTAL LOCAL SALES TAX	\$ 139,328,525	12.10%

STATE OF TENNESSEE

BASIC EDUCATION PROGRAM – These revenues include the school district's share of funds under the Basic Education Program. Beginning in fiscal year 1994, all state funds except for Medicare Reimbursement, Career Ladder, Driver Education, 21st Century Classrooms, and some mental health funds were merged into the Basic Education Program. In July 2007, legislation was passed to raise additional funding for education through a 'cigarette tax' and from surplus revenues. Accountability measures and reporting were tied to the funding, which was referred to as BEP 2.0.

CAREER TEACHER PROGRAM – The "Career Ladder Program" revenues are restricted and must flow-through to teachers who are eligible to receive the funds.

EXTENDED CONTRACT (CAREER LADDER) – This funding is restricted as a flow-through for Extended Contract expenditures.

EXTENDED CONTRACT PROGRAM - The program provides various after school and extended year instructional programs to students.

DRIVER EDUCATION – State funds are provided to enhance safe driving program within schools. The state allocates these funds based upon the number of students served.

MENTAL HEALTH - ALCOHOL AND DRUG SERVICES – The Tennessee Department of Health provides funds for diagnostic and treatment services, early intervention and teacher training.

OTHER - State Funding in support of Coordinated School Health, Family Resource Centers and Safe Schools.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

STATE OF TENNESSEE	2013-14 Proposed Budget	Percent of 2013-14 Budget
Basic Education Program	\$ 606,950,666	52.70%
Alcoholic Beverage Tax	3,273,034	0.28%
Career Ladder Program	4,957,344	0.43%
Extended Contracts	2,214,000	0.19%
Driver Education	200,000	0.02%
Mental Health	320,000	0.03%
Other State Funds	3,691,422	0.32%
TOTAL STATE OF TENNESSEE	\$ 621,606,466	53.97%

FEDERAL FUNDS

ADULT BASIC EDUCATION – Financial assistance is provided to school systems offering the basic education courses to adults in the community.

INDIRECT COSTS – Federal Programs reimburses the school district for a portion of the administrative services provided to its programs. In addition, Central Nutrition reimburses the General Fund for Indirect cost.

OTHER FEDERAL THROUGH THE STATE – These federal revenues are from various sources. Includes funds for financial assistance for “high cost” special education students and other federal funds expected to be received from the State.

J.R.O.T.C. REIMBURSEMENT – The Second Region U. S. Army reimburses the school district for conducting J.R.O.T.C. programs in secondary schools. This represents approximately 50% of the cost for instructor salaries.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

FEDERAL FUNDS	2013-14 Proposed Budget	Percent of 2013-14 Budget
Adult Basic Education	\$ 660,000	0.06%
Indirect Costs	10,531,456	0.91%
Other Federal Flow Through State	666,000	0.06%
J.R.O.T.C. Reimbursement	1,490,094	0.13%
TOTAL FEDERAL FUNDS	\$ 13,347,550	1.16%

OTHER LOCAL REVENUE

TUITION – These revenues are for students to attend the various educational programs.

CHARGES FOR SERVICES/ADMINISTRATIVE FEES – Includes reimbursements from schools for school purchases.

RENTAL RECEIPTS – These revenues are generated from rental of facilities owned by the school district.

INTEREST EARNINGS FROM INVESTMENTS – Revenues are earned from the district's short-term cash management activities.

MISCELLANEOUS – These revenues are generated from library fines, shop fees, sales of obsolete equipment, lost textbook collections, insurance recoveries, donations, etc.

NON-RECURRING – This revenue cannot be reasonably expected to continue from year to year. Examples include legal settlement proceeds that are infrequent in nature or income generated from the sale of vacant property.

**Shelby County Schools
Proposed General Fund Revenue
Fiscal Year 2013-14**

OTHER LOCAL REVENUES	2013-14 Proposed Budget	Percent of 2013-14 Budget
Tuition	\$ 1,145,000	0.10%
Charges for Services	2,974,518	0.26%
Rental Receipts	985,000	0.09%
Interest Earnings	300,000	0.03%
Miscellaneous	1,616,883	0.14%
Non-recurring	503,283	0.04%
TOTAL LOCAL FUNDS	\$ 7,524,684	0.65%

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EXPENDITURES
BY
MAJOR OBJECT

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**SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND BUDGET
EXPENDITURES BY MAJOR OBJECT
FISCAL YEAR 2013-14**

MAJOR OBJECT	2013-14 Proposed Budget	Percent of 2013-14 Budget
Salaries	\$ 723,651,694	60.94%
Benefits	232,620,179	19.59%
Contracted Services	76,432,215	6.44%
Supplies and Materials	60,871,943	5.13%
Other Charges	18,895,049	1.59%
Debt Service	592,879	0.05%
Capital Outlay	8,424,956	0.71%
Charter Schools	65,957,111	5.55%
TOTAL EXPENDITURES	1,187,446,026	100.00%
Staffing Level	13,365	

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EXPENDITURES

BY

STATE FUNCTION

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**SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND BUDGET
EXPENDITURE AND POSITION SUMMARY BY STATE FUNCITON
FISCAL YEAR 2013-14**

	Proposed Budget	Percent of 2013-14 Budget		Budgeted Positions	Percent of 2013-14 Budget
INSTRUCTION					
Regular Education Instruction	\$ 544,192,953	45.83%		7,150.0	53.50%
Alternative Education Instruction	19,654,178	1.66%		302.0	2.26%
Special Education Instruction	110,665,702	9.32%		1,789.0	13.39%
Vocational Education Instruction	24,486,019	2.06%		330.0	2.47%
Adult Programs	862,735	0.07%		1.0	0.01%
TOTAL INSTRUCTION	699,861,587	58.94%		9,572.0	71.62%
SUPPORT SERVICES					
Attendance	17,343,486	1.46%		187.0	1.40%
Health Services	16,930,287	1.43%		199.5	1.49%
Other Student Support	29,445,800	2.48%		439.0	3.28%
Regular Instruction Support	34,240,916	2.88%		286.0	2.14%
Alternative Instruction Support	942,493	0.08%		-	0.00%
Special Education Support	10,688,765	0.90%		193.0	1.44%
Vocational Education Support	2,627,285	0.22%		32.0	0.24%
Adult Programs Support	1,002,198	0.08%		-	0.00%
Board of Education	12,632,690	1.06%		31.0	0.23%
Office of the Director of Schools	648,681	0.05%		8.0	0.06%
Office of the Principal	82,056,827	6.91%		1,099.0	8.22%
Fiscal Services	6,780,108	0.57%		70.0	0.52%
Business Administration - Human Resources	32,849,880	2.77%		39.0	0.29%
Operation of Plant	71,800,023	6.05%		221.0	1.65%
Maintenance of Plant	29,342,439	2.47%		359.0	2.69%
Transportation	30,468,204	2.57%		433.0	3.24%
Central and Other	33,649,823	2.83%		178.5	1.34%
TOTAL SUPPORT SERVICES	413,449,905	34.82%		3,775.0	28.25%
NON-INSTRUCTIONAL SUPPORT SERVICES					
Community Services	1,733,920	0.15%		17.0	0.13%
Early Childhood	112,242	0.01%		1.0	0.01%
Capital Outlay	-	0.00%		-	0.00%
Other Uses	6,331,261	0.53%		-	0.00%
Transfers to Other Fund	65,957,111	5.55%		-	0.00%
TOTAL NON-INSTRUCTIONAL SUPPORT SERVICES	74,134,534	6.24%		18.0	0.13%
TOTAL	1,187,446,026	100.00%		13,365.0	100.00%

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EXPENDITURES BY DEPARTMENT

SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND BUDGET
EXPENDITURE AND POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2013-14

Department	Proposed Budget	Percent of Budget	Budgeted Positions	Percent of Budget
Board of Education				
010000 Board of Education	\$ 9,016,330	0.76%	15.00	0.11%
Total Board of Education	\$ 9,016,330	0.76%	15.00	0.11%
Superintendent				
020000 Superintendent	\$ 603,581	0.05%	3.00	0.02%
Total Superintendent	\$ 603,581	0.05%	3.00	0.02%
General Counsel				
030000 General Counsel	\$ 2,937,175	0.25%	10.00	0.07%
030100 Labor Relations	164,865	0.01%	2.00	0.01%
030200 Policy	674,985	0.06%	6.00	0.04%
Total General Counsel	\$ 3,776,725	0.32%	18.00	0.13%
Academic Office				
100000 Academic Office	\$ 747,050	0.06%	4.00	0.03%
102000 Curriculum	2,029,707	0.17%	14.00	0.10%
102010 English As a Second Language	17,978,237	1.51%	258.00	1.93%
102020 STEM	4,791,855	0.04%	5.00	0.04%
102030 Literacy	2,849,130	0.24%	3.00	0.02%
102040 Mathematics	1,520,345	0.13%	1.00	0.01%
102050 Science	401,277	0.03%	1.00	0.01%
102060 Social Studies	381,576	0.03%	-	0.00%
102071 Elementary School Music and Art	21,117,768	1.78%	298.80	2.24%
102081 Summer School	2,825,632	0.24%	-	0.00%
102090 Pre-K	112,242	0.01%	1.00	0.01%
102091 Elementary School Physical Education	12,953,915	1.09%	88.20	1.41%
102100 Textbooks	3,111,160	0.26%	1.00	0.01%
102200 World Languages	3,625,704	0.31%	55.00	0.41%
102300 Band and Strings	2,268,075	0.19%	20.00	0.15%
102310 Band Instrument Repair	273,328	0.02%	3.00	0.02%
102501 Librarians-Elementary	10,665,463	0.90%	117.00	0.88%
102502 Librarians-Middle	4,176,396	0.35%	52.00	0.39%
102504 Librarians-High	4,555,391	0.38%	52.00	0.39%
102600 Educational Support	511,498	0.04%	6.00	0.04%
102700 District Initiatives	737,366	0.06%	6.00	0.04%
103000 Career and Technical Education	27,113,304	2.28%	362.00	2.71%
103010 Adult Education	1,864,323	0.16%	1.00	0.01%
104000 Exceptional Children	100,134,120	8.43%	1,445.00	12.31%
104010 Exceptional Children-Homebound & Hospital	1,414,034	0.12%	18.00	0.13%
104020 Exceptional Children-Gifted	9,717,34	0.82%	130.00	0.97%
104030 Exceptional Children-School Administration	471,552	0.04%	6.00	0.04%
104040 Exceptional Children-Administration	10,881,147	0.92%	193.00	1.44%
106010 Northwest Region	599,837	0.05%	5.00	0.04%
106020 Northeast Region	609,381	0.05%	5.00	0.04%
106030 Southwest Region	603,293	0.05%	5.00	0.04%
106040 Southeast Region	602,324	0.05%	5.00	0.04%
106050 Shelby Region	597,006	0.05%	5.00	0.04%

SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND BUDGET
EXPENDITURE AND POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2013-14

Department	Proposed Budget	Percent of Budget	Budgeted Positions	Percent of Budget
Academic Office continued				
106061 School Leadership-Elementary	38,044,630	3.20%	507.00	3.79%
106062 School Leadership-Middle	18,896,741	1.59%	444.00	3.32%
106064 School Leadership-High	20,189,010	1.70%	117.00	0.88%
107000 Optional Schools	7,260,265	0.61%	80.00	0.60%
108000 Alternative Schools	9,453,712	0.80%	114.00	0.85%
108010 Adolescent Parenting	1,219,165	0.10%	21.00	0.16%
108020 MCS Prep Northwest	2,297,856	0.19%	26.00	0.19%
108030 MCS Prep Northeast	2,478,045	0.21%	27.00	0.20%
108040 MCS Prep Southwest	2,206,089	0.19%	25.00	0.19%
108050 MCS Prep Southeast	2,876,428	0.24%	28.00	0.21%
108060 Ida B. Wells	1,226,056	0.10%	17.00	0.13%
190000 Schools	570,000	0.05%	-	0.00%
190001 General Education - Elementary	246,863,161	20.79%	3,449.00	25.81%
190002 General Education - Middle	83,700,382	7.05%	1,175.00	8.79%
190004 General Education - High	114,627,521	9.65%	1,561.00	11.68%
190100 Hollis F. Price	1,549,383	0.13%	17.50	0.13%
190200 Middle College	1,771,441	0.15%	21.50	0.16%
190300 Career Ladder	3,382,344	0.28%	-	0.00%
190400 Extended Contract	1,759,100	0.15%	-	0.00%
190500 General Education - Other	85,000	0.01%	-	0.00%
Total Academic Office	\$ 808,393,219	68.08%	11,096.00	83.02%
Business Operations				
330000 Risk Management	\$ 3,345,638	0.28%	7.00	0.05%
331000 Business Operations Admin	347,385	0.03%	2.00	0.01%
332000 Transportation	30,468,204	2.57%	433.00	3.24%
333000 Procurement	1,174,506	0.10%	15.00	0.11%
334000 Facilities	97,305,670	8.19%	530.00	3.97%
337000 Warehousing	282,361	0.02%	4.00	0.03%
Total Business Operations	\$ 132,924,794	11.19%	991.00	7.41%
Chief of Staff				
300000 Chief of Staff	\$ 511,614	0.04%	5.00	0.04%
301000 Communications	1,757,195	0.15%	17.00	0.13%
301010 Instructional Television	658,154	0.06%	2.50	0.02%
302000 Community Outreach and Parental Engagement	1,733,920	0.15%	17.00	0.13%
Total Chief of Staff	\$ 4,661,183	0.39%	41.50	0.31%
Finance Office				
320000 Finance	\$ 359,599	0.03%	2.00	0.01%
321000 Accounting and Reporting	941,001	0.08%	11.00	0.08%
322000 Budget and Fiscal Planning	784,852	0.07%	7.00	0.05%
323000 Payroll	998,893	0.08%	10.00	0.07%
324000 Contracts	579,275	0.05%	4.00	0.03%
324010 Accounts Payable	581,967	0.05%	8.00	0.06%
Total Finance Office	\$ 4,245,587	0.36%	42.00	0.31%

SHELBY COUNTY SCHOOLS
PROPOSED GENERAL FUND BUDGET
EXPENDITURE AND POSITION SUMMARY BY DEPARTMENT
FISCAL YEAR 2013-14

Department	Proposed Budget	Percent of Budget	Budgeted Positions	Percent of Budget
Human Capital and Talent Management Office				
310000 Talent Management	\$ 1,091,465	0.09%	12.00	0.09%
311000 Performance Management	1,152,131	0.10%	5.00	0.04%
312000 Development & Support	755,739	0.06%	5.00	0.04%
313000 Recruitment and Staffing	228,457	0.02%	3.00	0.02%
314000 Employee Services	2,200,512	0.19%	17.00	0.13%
Total Talent Management Office	\$ 5,428,504	0.46%	42.00	0.31%
Information Technology				
340000 Information Technology	\$ 10,507,426	0.88%	5.00	0.04%
341000 Relationships and Customer Service	7,338,303	0.62%	96.00	0.72%
342000 Education Technology	4,408,384	0.37%	29.00	0.22%
343000 Technical Services	5,066,676	0.43%	38.00	0.28%
Total Information Technology	\$ 27,321,289	2.30%	168.00	1.26%
Innovation Office				
210000 Innovation Office	\$ 768,160	0.06%	12.00	0.09%
211000 Virtual Learning	829,094	0.07%	6.00	0.04%
Total Innovation Office	\$ 1,597,254	0.13%	18.00	0.13%
Internal Audit				
040000 Internal Audit	\$ 1,016,520	0.09%	11.00	0.08%
Total Internal Audit	\$ 1,016,620	0.09%	11.00	0.08%
Planning and Accountability				
220000 Planning and Accountability	\$ 279,766	0.02%	2.00	0.01%
221000 Student Info Management	1,577,150	0.13%	17.00	0.13%
222000 Assessment and Accountability	1,660,135	0.14%	7.00	0.05%
223000 Research Planning and Improvement	660,349	0.06%	6.00	0.04%
Total Planning and Accountability	\$ 4,178,200	0.35%	32.00	0.24%
Student Services				
201000 Attendance & Discipline	\$ 2,053,301	0.17%	22.00	0.16%
202000 Safety & Security	11,578,812	0.98%	141.00	1.05%
203000 Student Support	6,566,287	0.55%	131.00	0.98%
203010 Athletics	2,694,388	0.23%	4.00	0.03%
203020 JROTC	3,963,161	0.33%	58.00	0.43%
203030 Driver Education / JROTC Administration	285,116	0.02%	7.00	0.05%
203041 Guidance Counseling Elementary	9,244,352	0.78%	125.00	0.94%
203042 Guidance Counseling Middle	5,815,503	0.49%	82.00	0.61%
203044 Guidance Counseling High	8,149,670	0.69%	101.00	0.76%
203100 Money Due Board(School Reimbursement)	2,455,518	0.21%	-	0.00%
204000 Coordinated School Health	18,313,350	1.54%	216.50	1.62%
Total Student Services	\$ 71,120,758	5.99%	887.50	6.64%
Other				
102400 Substitutes	\$ 11,644,147	0.98%	-	0.00%
211000 Charter Schools	65,957,111	5.55%	-	0.00%
325010 Benefits - Retirees	28,636,384	2.41%	-	0.00%
400000 Debt Service	592,839	0.05%	-	0.00%
560000 Other Potential Uses	6,331,761	0.53%	-	0.00%
600000 Regular Capital Outlay	-	0.00%	-	0.00%
Total Other	\$ 113,161,782	9.53%	-	0.00%
Total Expenditures	\$ 1,187,446,026	100.00%	13,355.00	100.00%

BOARD OF COMMISSIONERS

The Board will be guided by the general mandatory powers and duties of the Board as defined through statute, which state or imply that a local Board of Education has full power to operate the local public schools as it deems fit in compliance with state and federal mandates. The Board functions only when in session.

Following are the Board's required functions:

1. Policy Oversight: The Board will develop policy and evaluate the effectiveness of its policies and their implementation. This includes setting and evaluating goals in educational and financial areas.
2. Employ the Superintendent of Schools: The Board will hire, set the terms and conditions of employment, and evaluate a Superintendent who shall carry out its policies through the development and implementation of administrative procedures.
3. Educational Planning: The Board will require reliable information from responsible sources, which enables it and the staff to work toward the continuous improvements of the educational program.
4. Provision of Financial Resources: The Board will adopt a budget to provide the necessary funding in terms of building, staff, materials, and equipment to enable the school system to carry out its business. The Board will create or abolish positions through the budgetary process. All staff positions shall be approved through the budget process in accordance with an organizational plan that is submitted by the Superintendent to the Board prior to the annual budget review. Outside of the budget process the Superintendent has great discretion in managing the school system. The Superintendent may at a later time revise the organizational plan as long as budgetary amounts are not exceeded and board policy is not violated.
5. Interpretation: The Board will keep the local community informed about the school District and keep itself informed about the wishes of the public. The Board will build public support for the schools by involving the public in the planning process.
6. Tenure Responsibility: The Board will authorize the employment and dismissal of all tenured teachers.

The Board will provide, within the financial limitations set by the community, the best educational opportunity possible for all children.

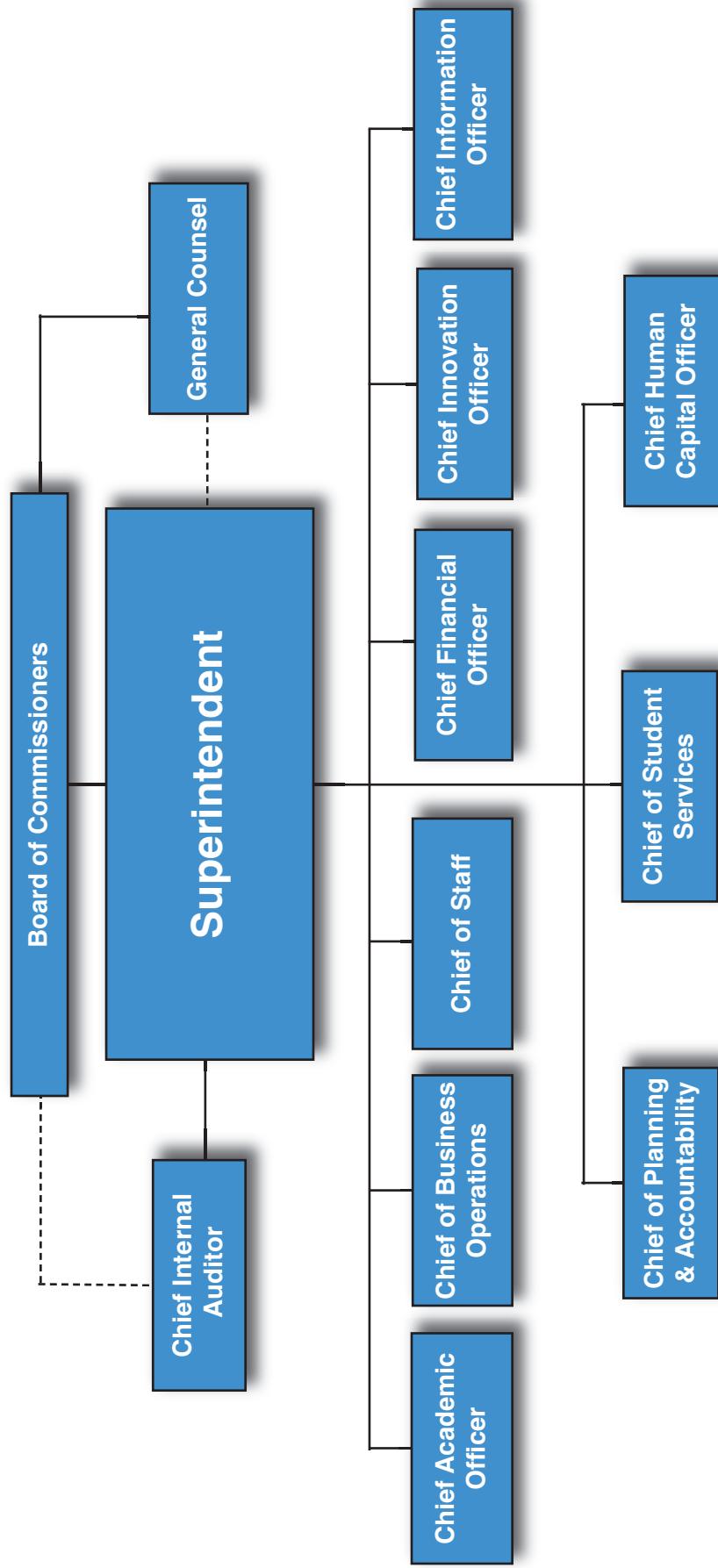
The Board shall exercise its power through the legislation of policies for the organization and operation of the school District. The Board will delegate the administration of the schools to the Superintendent.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
BOARD OF EDUCATION
FISCAL YEAR 2013-14**

	Proposed Budget
Salaries	\$ 173,863
Benefits	61,662
Contracted Services	132,540
Supplies and Materials	14,950
Other Charges	8,624,815
Capital Outlay	8,500
Total	<u> </u> <u> </u> <u> </u> 9,016,330

Staffing Level
15.00

Office of The Superintendent



SUPERINTENDENT

Dorsey Hopson II, Esq

MISSION STATEMENT:

The Office of the Superintendent exists to ensure that all students in the Shelby County School system are provided quality educational opportunities with an effective teacher in every classroom and where every student graduates college or career ready.

STRATEGIC GOALS:

- Ensure the merger of the two school systems is completed in an efficient and comprehensive manner
- Provide a rigorous and relevant academic program for all students in the Shelby County School system
- Maintain a fiscally responsible business strategy in all areas of the district
- Build and strengthen family and community partnerships to support the academic and character development of all students
- Maintain a positive, safe, and respectful environment for all students and staff
- Create a school community that is sensitive and responsive to the needs of an increasingly diverse population

ROLES OF RESPONSIBILITY

The office of the superintendent will oversee the operation of the district in an open and transparent fashion. The new organizational structure will ensure a direct line of communication between each department and the Superintendent. This direct line of communication will provide a comprehensive view of the district, enabling the superintendent to ensure that his vision for the district is realized. Each department is responsible for implementing the districts mission and vision and to work interdependently with other departments to provide the most efficient and effective service for all stakeholders.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

With no increase in funding from the County Commission over the last seven years and the loss of \$64.8 million from the City of Memphis we have been faced with the monumental task of building a budget that is fiscally responsible while maintaining the academic programs and level of services that our public expects. The Transition Planning Commission provided a road map for merging the two districts that started with a \$57 million gap; the 2013-14 budget has been a challenge. We have found numerous efficiencies as we restructured the district and continue to move towards a merged district, that are outlined in this budget. With a budget shortfall of \$35.7 million we know that any other reductions would negatively impact the schools and ultimately student achievement.

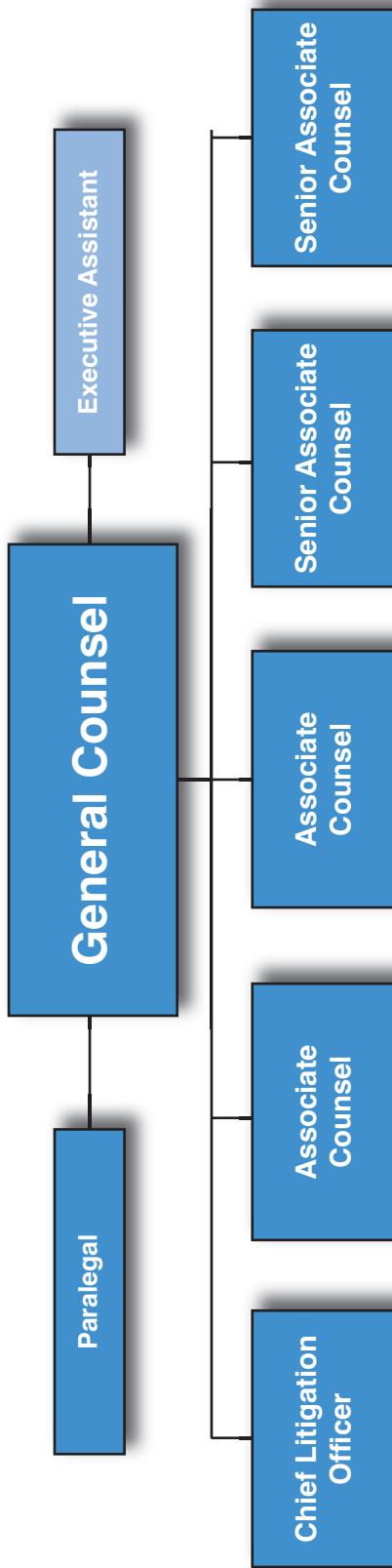
**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
SUPERINTENDENT
FISCAL YEAR 2013-14**

	Proposed Budget
Salaries	\$ 473,302
Benefits	69,846
Contracted Services	36,673
Supplies and Materials	7,905
Other Charges	4,903
Capital Outlay	11,052
Total	\$ 603,681

Staffing Level 3.00

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General Counsel Office



GENERAL COUNSEL

MISSION STATEMENT:

The mission of the Office of General Counsel is to provide in-house legal representation to the Board of Education in all legal matters involving Shelby County Schools in order to promote operational and financial efficiency within the school district. As such, while we answer to the Board of Commissioners, we recognize that we represent both the Board of Education and Shelby County Schools, directed by the Board.

STRATEGIC GOALS:

The goal of the Office of General Counsel is to deliver the highest quality of legal service to our client, the Board of Education for the Shelby County Schools. Whether it is to defend a lawsuit, assist with a labor matter, help with equal employment opportunity issues or contract issues, or provide timely counseling to avoid litigation, we are committed to making our department the best it can be.

ROLES OF RESPONSIBILITY:

The Office of General Counsel recognizes that a reputation for excellence must be earned every day; as a result, we have created and implemented a Client Service Promise: We will be accessible and responsive, we will keep you informed, we will provide excellent client service.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

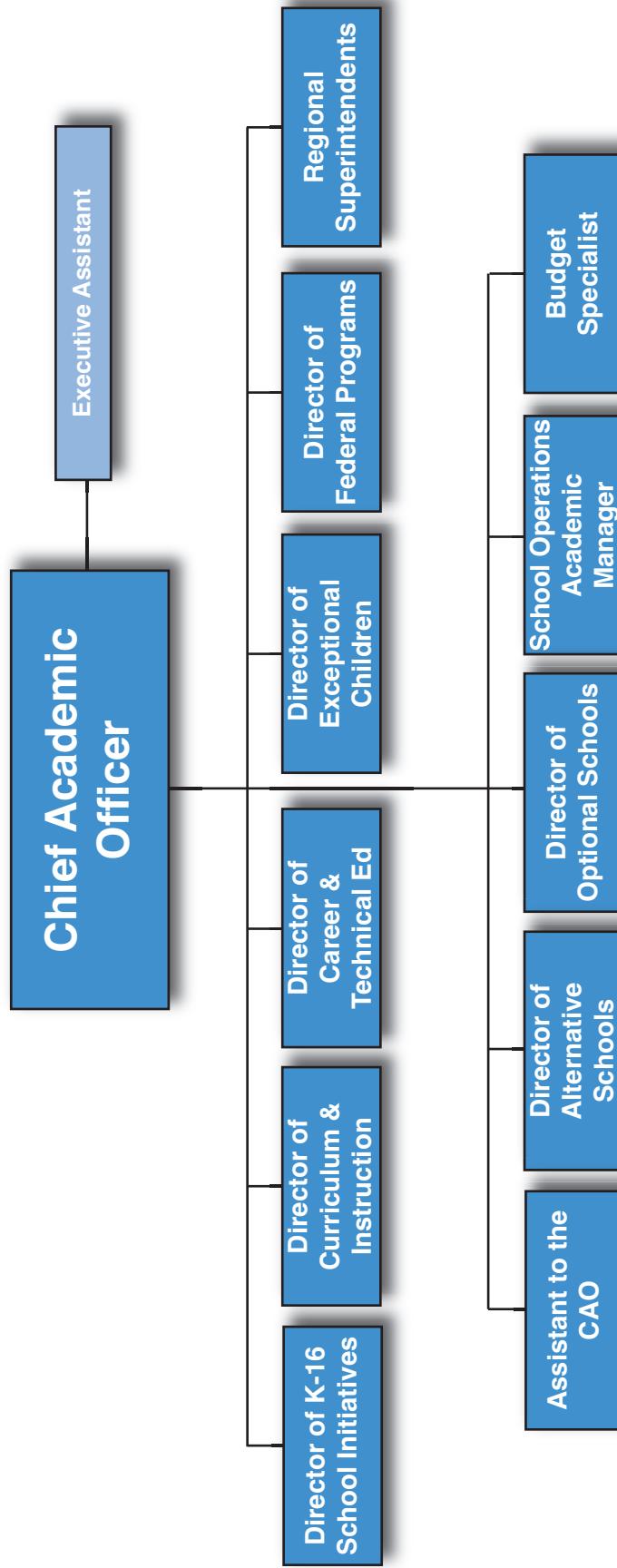
The Office of General Counsel has been redesigned to include policy/legislative, labor relations, and litigation creating a more efficient and responsive department. The department strives to limit the exposure to the district by working with the board and district staff to prevent legal claims by identifying potential risks to the district and make appropriate recommendations.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
GENERAL COUNSEL
FISCAL YEAR 2013-14**

	General Counsel	Labor Relations	Policy	Total General Counsel
Salaries	\$ 855,418	\$ 113,106	\$ 523,540	\$ 1,492,064
Benefits	213,338	29,384	123,380	366,102
Contracted Services	901,566	5,157	3,400	910,123
Supplies and Materials	9,200	2,000	8,200	19,400
Other Charges	948,653	10,718	15,165	974,536
Capital Outlay	9,000	4,500	1,000	14,500
Total	\$ 2,937,175	\$ 164,865	\$ 674,685	\$ 3,776,725
Staffing Level	10.00	2.00	6.00	18.00

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Academic Office



ACADEMIC OFFICE

Dr. Roderrick Richmond, Chief Academic Officer

The purpose of the Academic Affairs Division is to oversee the planning, development, assessment, and improvement of instructional and educational programs. The Academic Affairs Division manages the following: Regional Offices, Curriculum and Instruction, Federal Programs and Grants, Exceptional Children, English Language Learners Department, Optional Schools, PreK-16 Initiatives, STEM Activities, Careers and Technology and Alternative Schools. This department also develops the weekly Monday Memo, the District Wide Calendar and the District School Improvement Plan.

Academic Affairs will also be responsible for the district's overall academic program, including the creation, planning, evaluation, and improvement of educational programs and curriculum. Lastly, Academic Affairs will oversee all policies and programs related to student instruction and educational services, support schools and hold them accountable for academic performance.

MISSION & VISION STATEMENT:

The MISSION of Academic Affairs is to prepare all students for success in learning, leadership, and life.

Our District will be the premier school district attracting a diverse student population and effective teachers, leaders, and staff, all committed to excellence.

ROLES OF RESPONSIBILITY:

Academic Achievement is the priority for the Division of Academic Affairs. The Academic Affairs office will:

- Drive district-wide multi-year planning and strategy for academics and instruction
- Develop and evaluate academic programs and student achievement
- Drive school improvement
- Build teacher capacity
- Drive school leader development
- Manage the district's overall portfolio of schools, including the regional offices, the process for new school development, and facility utilization changes
- Oversee school staffing
- Enforce accountability and quality control measures
- Support the overall vision and leadership of the new district and the department

Meanwhile, most recently, because of the acceptance of the ESEA Waiver and TPC Recommendation #83, the new Unified District will now have 24 Reward Schools, 6 Focus Schools, 144 Schools with no designation, and 69 Priority Schools that are ASD Eligible. Therefore, the new Unified district is preparing to manage a MAP District (Multiple Achievement Paths), or a Portfolio District moving forward. The district will made up of five regions of traditional schools with different levels of autonomy, the Innovation Zone which will consist of i-Zone Schools that are direct-

ACADEMIC OFFICE (concl'd)

run/charter managed, LEA authorized charters, and the state run ASD. Throughout this portfolio, schools will have different levels of autonomy. These special subsets of schools will be managed by the Office of Innovation or the ASD.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

This division's staffing needs have been reasonably altered this school year. Under the new budget constraints, we have cut 26% of our central office staff, and adjusted our staffing formula across the Unified District. In addition, we have created a new Unified Central Office Structure, Academic Affairs Divisional structure, redesigning the Regional Offices. All of which should better support schools, academic achievement, and district wide accountability. Investments will be made in supporting teachers and principals. Principal support and coaching will be a major focus of this Division, as we will focus on the work of Regional Superintendents and the Instructional Leadership Directors, which are an investment for the new Unified School District.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
ACADEMIC OFFICE
FISCAL YEAR 2013-14**

	Academic Office	Curriculum	English Second Language	STEM
Salaries	\$ 537,337	\$ 1,268,710	\$ 13,674,149	\$ 373,899
Benefits	111,583	322,967	3,684,031	105,956
Contracted Services	10,661	219,338	102,600	-
Supplies and Materials	14,422	124,905	261,150	-
Other Charges	63,846	86,699	71,107	-
Capital Outlay	9,201	7,088	185,200	-
Total	\$ 747,050	\$ 2,029,707	\$ 17,978,237	\$ 479,855
Staffing Level	4.00	14.00	258.00	5.00

	Literacy	Mathematics	Science	Social Studies
Salaries	\$ 371,060	\$ 321,147	\$ 137,037	\$ 47,000
Benefits	86,015	60,840	26,792	7,770
Contracted Services	2,283,277	828,197	28,000	28,500
Supplies and Materials	16,099	178,161	106,448	304,306
Other Charges	88,752	132,000	17,000	-
Capital Outlay	3,927	-	86,000	-
Total	\$ 2,849,130	\$ 1,520,345	\$ 401,277	\$ 387,576
Staffing Level	3.00	1.00	1.00	-

	Elementary Music and Art	Summer School	Pre-K	Elementary Physical Education
Salaries	\$ 16,225,830	\$ 2,297,623	\$ 89,587	\$ 10,030,694
Benefits	4,618,313	391,072	22,655	2,823,492
Contracted Services	93,450	16,640	-	15,590
Supplies and Materials	103,125	94,621	-	55,536
Other Charges	29,800	25,676	-	5,500
Capital Outlay	47,250	-	-	23,103
Total	\$ 21,117,768	\$ 2,825,632	\$ 112,242	\$ 12,953,915
Staffing Level	298.80	-	1.00	188.20

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
ACADEMIC OFFICE CONTINUED
FISCAL YEAR 2013-14**

	Textbooks	World Language	Band and Strings	Band Instrument Repair
Salaries	\$ 168,715	\$ 2,661,460	\$ 1,048,671	\$ 145,548
Benefits	28,709	735,896	297,887	35,690
Contracted Services	148,200	156,098	43,266	92,000
Supplies and Materials	2,747,418	37,800	132,187	-
Other Charges	18,118	2,200	2,500	-
Capital Outlay	Total	\$ 3,111,160	\$ 32,250	\$ 743,564
Staffing Level	1.00	55.00	20.00	3.00
	Librarians-Elementary	Librarians-Middle	Librarians-High	Educational Support
Salaries	\$ 7,624,398	\$ 2,888,387	\$ 3,126,058	\$ 402,267
Benefits	1,983,237	830,400	880,339	109,231
Contracted Services	5,739	2,530	2,758	-
Supplies and Materials	1,032,497	446,381	536,919	-
Other Charges	-	-	-	-
Capital Outlay	Total	\$ 19,592	\$ 8,698	\$ 9,417
Staffing Level	117.00	52.00	52.00	6.00
	District Initiatives	Career and Technical Education	Adult Education	Exceptional Children
Salaries	\$ 500,280	\$ 21,126,430	\$ 1,421,489	\$ 74,010,510
Benefits	114,204	5,615,595	244,454	19,158,455
Contracted Services	18,265	124,747	71,512	5,028,960
Supplies and Materials	48,000	215,513	75,272	1,689,025
Other Charges	54,117	22,181	39,155	32,170
Capital Outlay	Total	\$ 2,500	\$ 8,838	\$ 13,051
Staffing Level	6.00	27,113,304	\$ 1,864,933	\$ 100,134,120

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
ACADEMIC OFFICE CONTINUED
FISCAL YEAR 2013-14**

Exceptional Children-Homebound & Hospital		Exceptional Children-Gifted	Exceptional Children-Schools Admin.	Exceptional Children-Administration
\$ 1,057,277	\$ 7,761,309		\$ 342,809	\$ 7,066,713
272,257	1,878,425		89,340	3,047,387
18,000	10,900		16,333	749,851
66,500	66,500		11,840	7,496
-	-		-	10,000
Total	\$ 1,414,034	\$ 9,717,134	\$ 11,230	\$ 10,881,447
Staffing Level	18.00	130.00	6.00	193.00

Northwest Region		Northeast Region	Southwest Region	Southeast Region
\$ 465,303	\$ 465,303	\$ 115,153	\$ 465,303	\$ 465,303
105,109		6,280	108,565	107,596
6,280		15,774	6,280	6,280
15,774		-	15,774	15,774
Total	\$ 599,837	\$ 7,371	\$ 7,371	\$ 7,371
Staffing Level	5.00	5.00	5.00	5.00

Shelby Region		School Leadership-Elementary	School Leadership-Middle	School Leadership-High
\$ 455,048	\$ 29,831,437	\$ 14,048,214	\$ 15,287,859	
112,533	8,785,021	4,169,996	4,520,494	
6,280	296,379	153,400	46,031	
15,774	425,969	91,486	134,491	
Total	\$ 7,371	\$ 15,000	\$ 297,500	\$ -
Staffing Level	5.00	507.00	444.00	117.00

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
ACADEMIC OFFICE CONTINUED
FISCAL YEAR 2013-14**

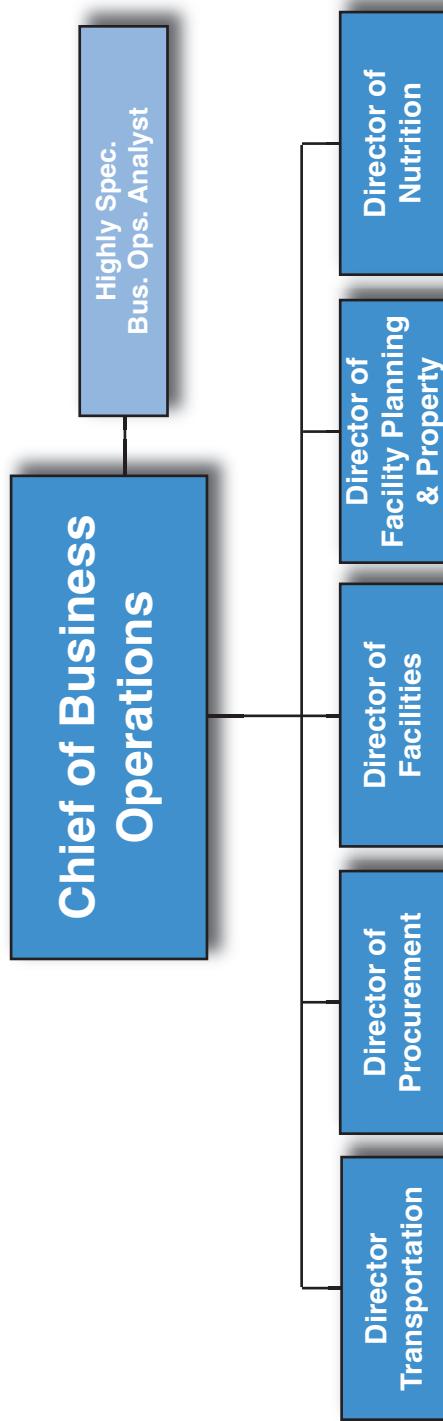
	Optional Schools	Alternative Schools	Adolescent Parenting	MCS Prep Northwest
Salaries	\$ 4,583,992	\$ 6,582,271	\$ 912,487	\$ 1,786,570
Benefits	1,197,917	1,822,001	255,598	437,493
Contracted Services	304,535	768,199	8,820	8,813
Supplies and Materials	371,315	221,861	30,329	31,953
Other Charges	627,691	5,964	2,621	11,186
Capital Outlay	174,815	53,416	9,310	21,841
Total	\$ 7,260,265	\$ 9,453,712	\$ 1,219,165	\$ 2,297,856
Staffing Level	80.00	114.00	21.00	26.00
	MCS Prep Northeast	MCS Prep Southwest	MCS Prep Southeast	Ida B Wells Academy
Salaries	\$ 1,930,914	\$ 1,705,886	\$ 1,949,195	\$ 903,757
Benefits	473,337	426,409	487,940	236,356
Contracted Services	13,514	13,514	374,313	2,281
Supplies and Materials	30,253	30,253	31,953	22,925
Other Charges	11,186	11,186	11,186	17,127
Capital Outlay	18,841	18,841	21,841	44,510
Total	\$ 2,478,045	\$ 2,206,089	\$ 2,876,428	\$ 1,226,956
Staffing Level	27.00	25.00	28.00	17.00
	Schools	General Education- Elementary	General Education- Middle	General Education- High
Salaries	-	\$ 187,890,132	\$ 65,140,628	\$ 88,413,043
Benefits	-	55,367,584	17,905,484	25,403,268
Contracted Services	-	1,869,241	10,157	12,623
Supplies and Materials	-	1,736,204	644,113	798,587
Other Charges	570,000	-	-	-
Total	\$ 570,000	\$ 246,863,161	\$ 83,700,382	\$ 114,627,521
Staffing Level	-	3,449.00	1,175.00	1,561.00

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
ACADEMIC OFFICE CONCLUDED
FISCAL YEAR 2013-14**

	Hollis F Price	Middle College	Career Ladder	Extended Contract
Salaries	\$ 1,056,924	\$ 1,227,921	\$ 2,898,324	\$ 1,634,092
Benefits	267,204	312,727	484,020	125,008
Contracted Services	154,700	23,275	-	-
Supplies and Materials	53,365	40,108	-	-
Other Charges	7,190	153,320	-	-
Capital Outlay	10,000	14,090	-	-
Total	\$ 1,549,383	\$ 1,771,441	\$ 3,382,344	\$ 1,759,100
Staffing Level	17.50	21.50	-	-

	General Education- Other	Total
Salaries	\$ -	\$ 606,832,300
Benefits	-	170,809,805
Contracted Services	85,000	14,280,580
Supplies and Materials	-	13,146,156
Other Charges	-	2,453,005
Capital Outlay	-	2,814,809
Total	\$ 85,000	\$ 810,336,655
Staffing Level	-	11,096.00

Business Operations



BUSINESS OPERATIONS OFFICE

Hitesh Haria, Chief of Business Operations

MISSION STATEMENT:

The Chief of Business Operations is responsible for providing world class business operations, supporting high student achievement. Six Business Operations departments work toward continuous improvement to ensure efficient and effective delivery of services. These departments comprise of Procurement, Nutrition Services, Facilities, Facilities Planning, Transportation and Risk Management Services

STRATEGIC GOALS:

Business Operations works to support and achieve the strategic goals for Shelby County Schools.

ROLES OF RESPONSIBILITY

Aligning business operations resources to district priorities
Providing effective and efficient services whilst:

- Increasing revenue
- Decreasing costs
- Avoid costs

Delivering a shared service portfolio

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

Facilities

- Energy efficiency
- Outsourcing of custodial services
- Deployment of shared school building engineers

Transportation

- H.02armonize 3 bell times across school district (7am, 8am & 9am)
- Hybrid transportation model. Vendor rendering services to NW and SW regions
- Implement routing software for unified district

Facility Planning/Property management

- Space planning
- Leasing and Permits
- Building Capacity

Procurement

- Implement P-Card program
- Reverse auction capability, continuous spend analysis tools, electronic contract and RFP management
- Negotiating and contracting for best value

Risk management

- Environmental assessments
- Insurance

Nutrition

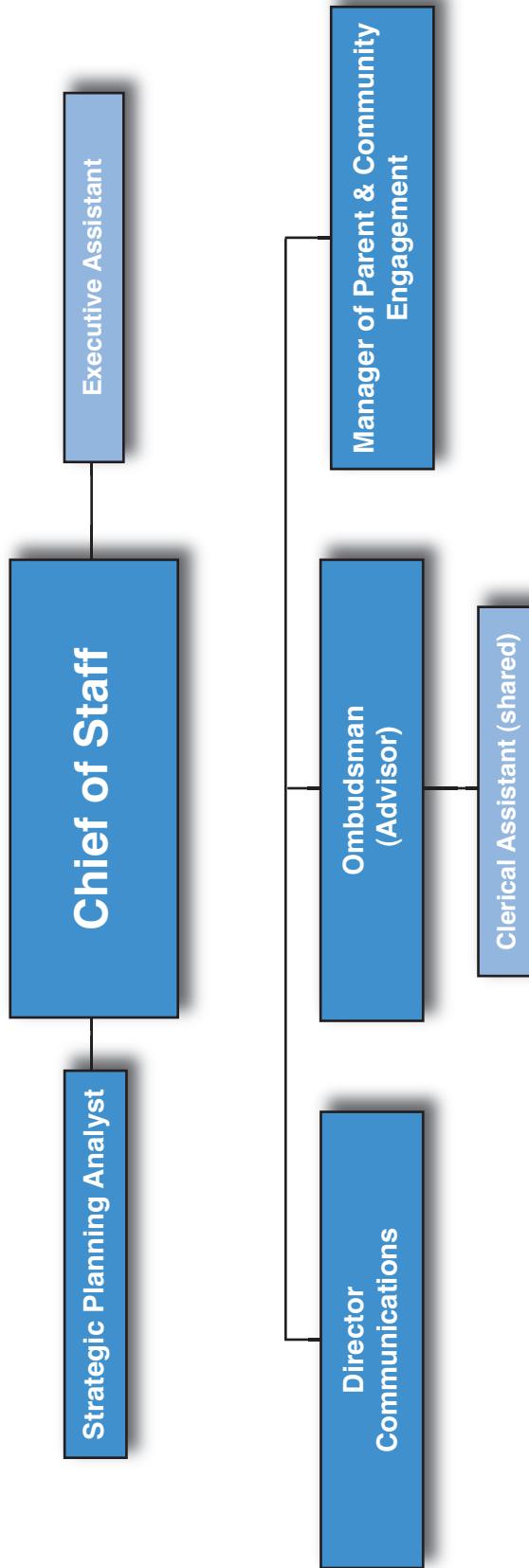
- Central kitchen model supporting nutrition in schools
- Increased participation of breakfast, lunch and supper

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
BUSINESS OPERATIONS
FISCAL YEAR 2013-14**

	Risk Management	Business Operations Admin	Transportation	Procurement
Salaries	\$ 488,846	\$ 279,759	\$ 8,277,736	\$ 887,250
Benefits	122,864	59,401	4,347,766	195,619
Contracted Services	298,538	2,300	12,123,963	36,650
Supplies and Materials	17,108	2,000	5,191,600	15,000
Other Charges	1,989,841	900	12,900	39,987
Capital Outlay	428,441	3,535	514,239	
Total	\$ 3,345,638	\$ 347,895	\$ 30,468,204	\$ 1,174,506
Staffing Level		2.00	433.00	15.00
	Facilities	Warehousing	Total	
Salaries	\$ 22,542,523	\$ 187,804	\$ 32,663,918	
Benefits	7,166,314	52,587	11,944,551	
Contracted Services	26,506,094	17,170	38,984,715	
Supplies and Materials	40,666,709	10,000	45,902,417	
Other Charges	156,650	12,300	2,212,578	
Capital Outlay	267,400	3,000	1,216,615	
Total	\$ 97,305,690	\$ 282,861	\$ 132,924,794	
Staffing Level		4.00	991.00	

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Chief of Staff Office



CHIEF OF STAFF

David Stephens, Chief of Staff

MISSION STATEMENT:

To support the Office of the Superintendent, ensuring the implementation of district-wide initiatives and focused communications.

STRATEGIC GOALS:

- Redesign the department to provide effective service to the Superintendent and other stakeholders;
- Coordinate activities and meetings of the Superintendent's Executive Cabinet;
- Manage Board Work Sessions and Board Meetings via eAgenda;
- Plan and develop a district customer service center to provide assistance to all constituents;
- Coordinate with the Parent and Community Engagement Departments to work with our partners to improve student outcomes;
- Partner with the Communications Department to ensure district communications are consistent;
- Work with Department of Communications to coordinate special events for the Superintendent: Town Hall Meetings, Special Luncheons, and other events as directed;
- Work with Executive Cabinet Members to ensure implementation of district initiatives and effective communication strategies.

ROLES OF RESPONSIBILITY

The Chief of Staff will work with the Superintendent to ensure his/her vision for the district is realized and coordinate with director and managers in the department to create a cohesive and efficient division. The Chief of Staff will manage, staff and support all functions of the department and work with all departments and schools across the district to maximize communication, community partnerships and customer satisfaction.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

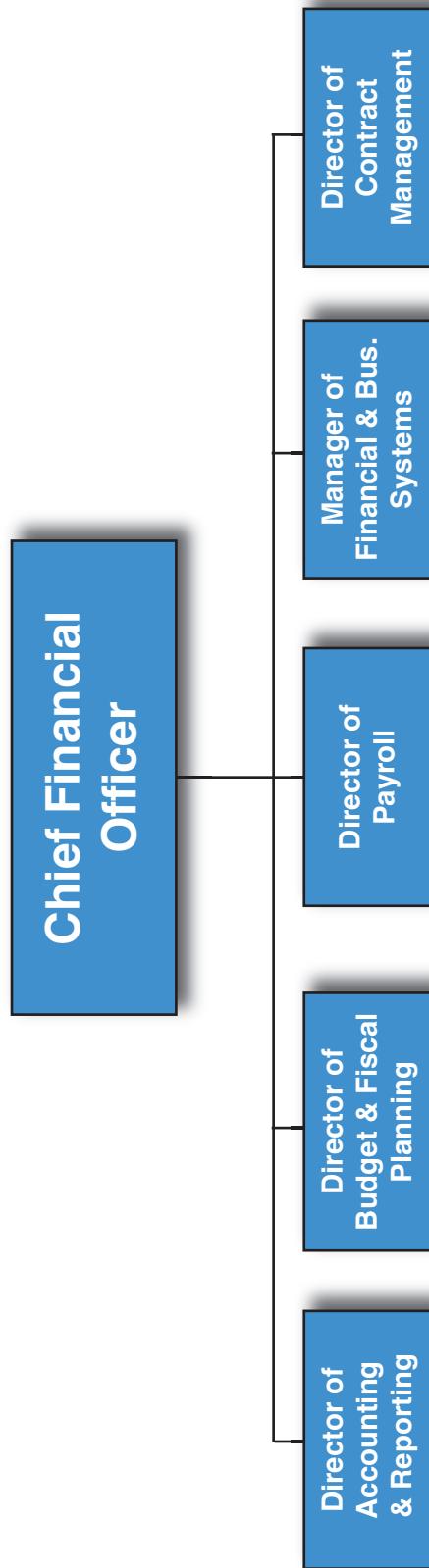
The Department will support district initiatives and specific programs sponsored by the Superintendent. The Office of the Chief of Staff will serve as a liaison to the Shelby County Board of Education. By combining several functions into one department, the office will perform more efficiently. The Chief of Staff will work with staff in the development of a customer service center to increase constituent satisfaction, and ensure that district communications, community and parent engagement efforts are effective.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
CHIEF OF STAFF
FISCAL YEAR 2013-14**

	Chief of Staff	Communications	Instructional Television	Community Outreach And Parental Engagement	Total
Salaries	\$ 401,292	\$ 1,138,456	\$ 258,951	\$ 1,043,422	\$ 2,842,121
Benefits	96,040	310,199	61,067	318,328	785,634
Contracted Services	4,000	134,131	51,050	211,655	400,836
Supplies and Materials	2,000	74,308	24,100	86,102	186,510
Other Charges	6,282	89,352	5,600	71,913	173,147
Capital Outlay	2,000	11,049	257,386	2,500	272,935
Total	\$ 511,614	\$ 1,757,495	\$ 658,154	\$ 1,733,920	\$ 4,661,183
Staffing Level	5.00	17.00	2.50	17.00	41.50

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Finance



FINANCE

Pamela Anstey, Chief Financial Officer

MISSION STATEMENT:

The Department of Finance is responsible for managing the overall budget development, accounting, treasury, financial reporting and financial services operations of the District. This includes managing internal controls and utilizing loss-control techniques to mitigate risk; creating and presenting financial status and financial condition reports to internal and external parties, ensuring that the official accounting records of the District are up-to-date and accurate; safeguarding the assets of the District to minimize risk of financial loss; and creating tools to provide high-quality financial information that supports the District's strategic management initiatives.

STRATEGIC GOALS:

The Department is responsible for planning, managing, compiling and monitoring the district-wide budget and presenting a balanced budget to the Board of Commissioners. The Department's primary goal is to issue timely and accurate financial reporting. The Department also ensures that accounts payable and payroll transactions are handled in an accurate and efficient manner. In addition, the Department also maintains position control for the District.

ISSUES AND TRENDS:

The Department of Finance will continue to strive for excellence in financial reporting and budgeting. The demand for information continually increases. Budget constraints have required shrinking personnel and resources; however, the demand for support has increased, as in the case of growth in the Charter Schools and the Achievement School District.

The Finance Department is responsible for calculating the staffing allocation for school teachers, principals, librarians, etc., based on projected enrollment figures and/or SCS board policy.

ROLES OF RESPONSIBILITY

- Accounting & Reporting
- Budget & Fiscal Planning
- Payroll
- Contracting Services
- Accounts Payable
- Financial & Business Systems

FISCAL YEAR 2012-13 PERFORMANCE HIGHLIGHTS:

Accounting/Fiscal Planning Services submitted the MCS Comprehensive Annual Financial Report for peer review to the Association of School Business Officials International (ASBOI) and Government Finance Officers Association (GFOA) and received awards for fiscal years 2009-10, 2010-11 and 2011-12. MCS Budget Services received its third Association of School Business Official International (ASBOI) Meritorious Budget Award (MBA) for its fiscal year 2012-13 budget document. MCS Budget Services also received its third Distinguished Budget Presentation Award for the fiscal year 2012-13 budget from the Government Finance Officers Association (GFOA).

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

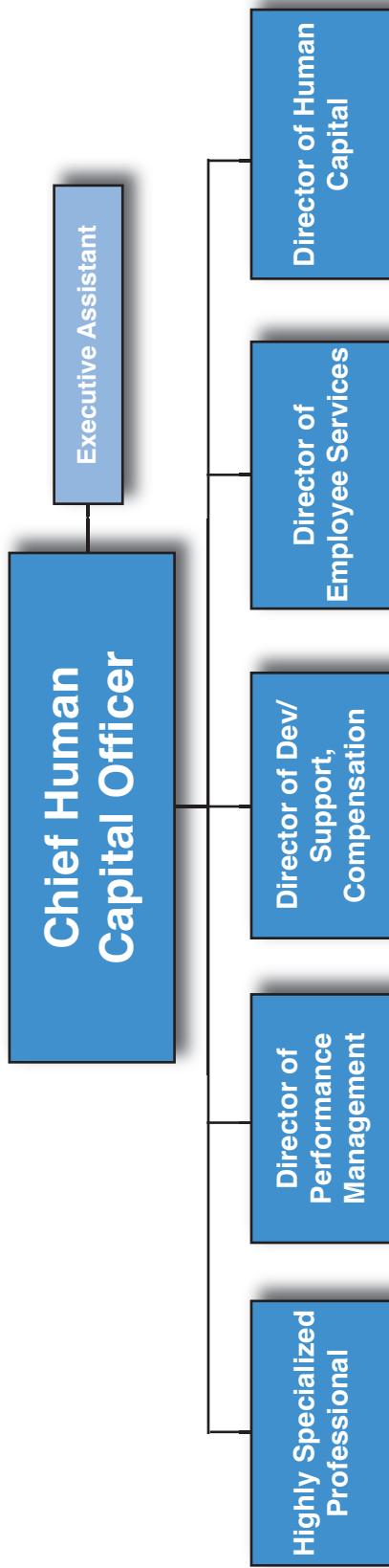
As recommended by the Transition Planning Commission and approved by the Board, the merged Finance Department's budget reflects a 26% staff reduction. This directive was required of all merged Central Office staff in an effort to reduce costs while shedding the District of duplicative services and achieving economies of scale.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
FINANCE
FISCAL YEAR 2013-14**

	Finance	Accounting and Reporting	Budget and Fiscal Planning	Payroll
Salaries	\$ 277,748	\$ 637,908	\$ 604,531	\$ 755,047
Benefits	53,149	167,753	149,540	185,046
Contracted Services	14,889	98,840	12,261	8,100
Supplies and Materials	3,486	8,500	3,000	42,600
Other Charges	7,827	20,000	11,520	5,400
Capital Outlay	2,500	8,000	4,000	2,700
Total	\$ 359,599	\$ 941,001	\$ 784,852	\$ 998,893
Staffing Level	2.00	11.00	7.00	10.00
	Contracts	Accounts Payable	Total	
Salaries	\$ 384,085	\$ 437,322	\$ 3,096,641	
Benefits	95,910	123,889	775,287	
Contracted Services	37,460	2,600	174,150	
Supplies and Materials	23,239	5,600	86,425	
Other Charges	24,690	12,556	81,993	
Capital Outlay	13,891	-	31,091	
Total	\$ 579,275	\$ 581,967	\$ 4,245,587	
Staffing Level	4.00	8.00	42.00	

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Human Capital and Talent Management



HUMAN CAPITAL & TALENT MANAGEMENT OFFICE

Laura Link, Chief Human Capital Officer

MISSION STATEMENT:

The mission of the Human Capital Office is to attract and manage a highly effective workforce that supports the district's goal of improving student outcomes.

STRATEGIC GOALS:

Performance Management: Ensure the teacher evaluation system is implemented uniformly across the unified district with rigor

Development/Support/Compensation: Continue to refine and scale the in-person coaching support provided to new and struggling teachers. Finalize the model for the strategic compensation and career pathways system and gain board approval for implementation

Recruitment and Staffing: Improve the recruitment and staffing process to allow for even earlier hiring and staffing of our highest need positions and schools, while building capacity within the district to take on this work as TNTP transitions its responsibilities

Employee Services: Build a first class customer support center whose primary objective is to serve the employees of the district

ROLES OF RESPONSIBILITY

The Human Capital Office will now integrate the work done by separate standalone offices and outside organizations in order to achieve an aligned system and build the capacity within the district to continue the work effectively.

Performance Management: Accurately assess the effectiveness of each employee through evaluations with multiple measures

Development/Support/Strategic Compensation: Improve the quality of employees in the district by providing targeted supports to help employees improve in their practice, and strategically align compensation with performance and additional responsibilities

Recruitment & Staffing: Fill every open position with an effective employee in a timely way

Employee Services: Support all employees in the district through impeccable service and proper administration of all Human Resource responsibilities (e.g., benefits, compliance, etc.)

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

Funding Sources: The Human Capital Office budget comes from multiple sources including district general fund, federal funds, and TEI grant funding.

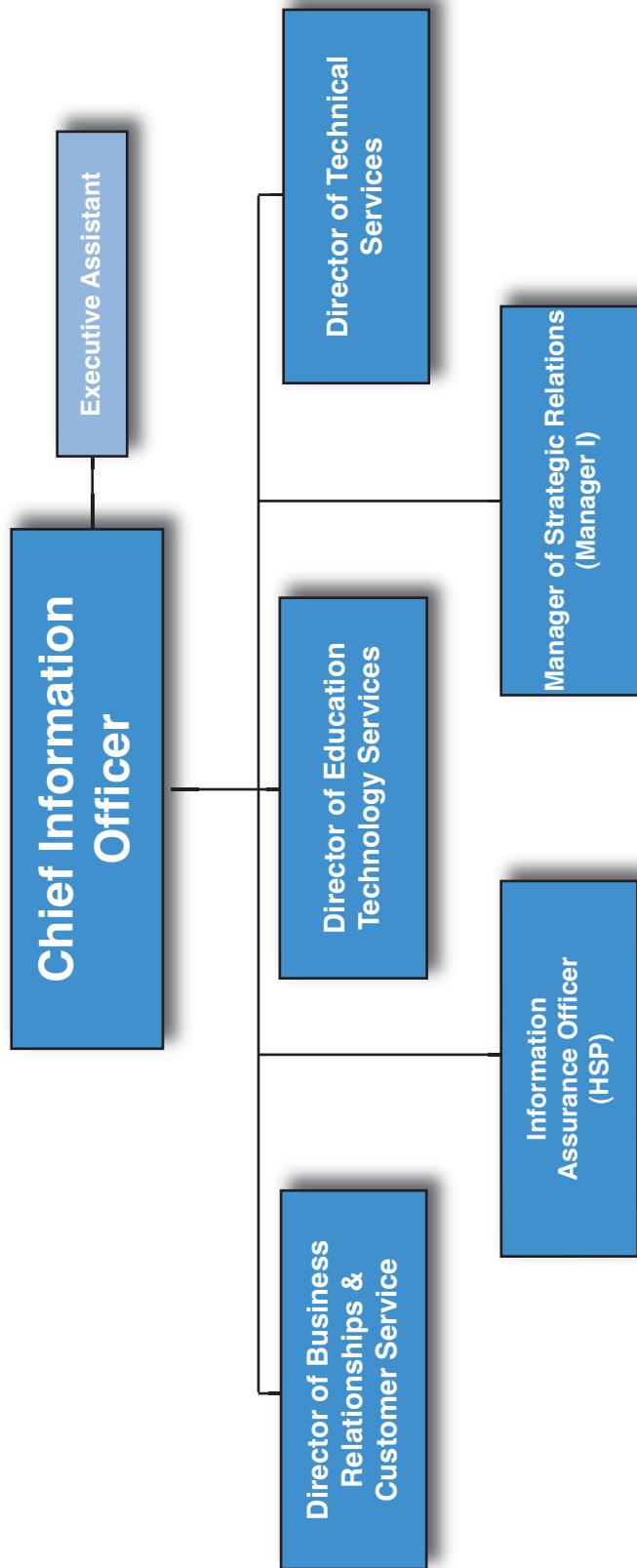
Budget Reduction: All departments within the central office, including Human Capital, are required to reduce staff by 26% for '13-'14.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
HUMAN CAPITAL AND TALENT MANAGEMENT
FISCAL YEAR 2013-14**

	Board of Education (Commissioners)	Performance Management	Development & Support	Recruitment and Staffing
Salaries	891,305	872,038	467,202	199,857
Benefits	200,160	239,218	99,537	28,600
Contracted Services	-	34,676	57,000	-
Supplies and Materials	-	900	92,000	-
Other Charges	-	4,199	40,000	-
Capital Outlay	-	1,400	-	-
Total	\$ 1,091,465	\$ 1,152,431	\$ 755,739	\$ 228,457
Staffing Level	12.00	5.00	5.00	3.00
	Employee Services	Total		
Salaries	1,095,425	3,525,827		
Benefits	230,561	798,076		
Contracted Services	682,915	774,591		
Supplies and Materials	32,500	125,400		
Other Charges	154,711	198,910		
Capital Outlay	4,400	5,800		
Total	\$ 2,200,512	\$ 2,200,512		
Staffing Level	17.00	42.00		

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Information Technology



INFORMATION TECHNOLOGY OFFICE

Rich Valerga, Chief Information Officer

MISSION STATEMENT:

To leverage technology and provide value to taxpayers by utilizing emerging industry trends that will help the District meet academic and business goals, provide essential information to the community, reduce operating costs and maximize efficiency, while providing support to teachers and students in the classroom.

STRATEGIC GOALS:

- Provide support to teachers and students to help the District meet its' academic goals
- Introduce and implement best practices in IT project management
- Dynamic IT Infrastructure
- Enterprise services and applications
- Common, effective management practices
- Business continuity and resiliency

ROLES OF RESPONSIBILITY

We are restructuring the Information Technology Department into two distinct groups: customer facing and technology facing. This will better serve the customer by integrating IT best practices and having a single point of entry into the services area, providing a service catalogue and managing a service delivery model that provides value to the customer. The customer facing area manages the flow of service requests while ensuring customer needs are met, integrates technology in the classroom, manages the flow of information for the department, grows relationships with service providers, and monitors District feedback. The technical facing area ensures that District data is protected and compliant with federal regulations, while managing the internal IT infrastructure services along with enterprise application services.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

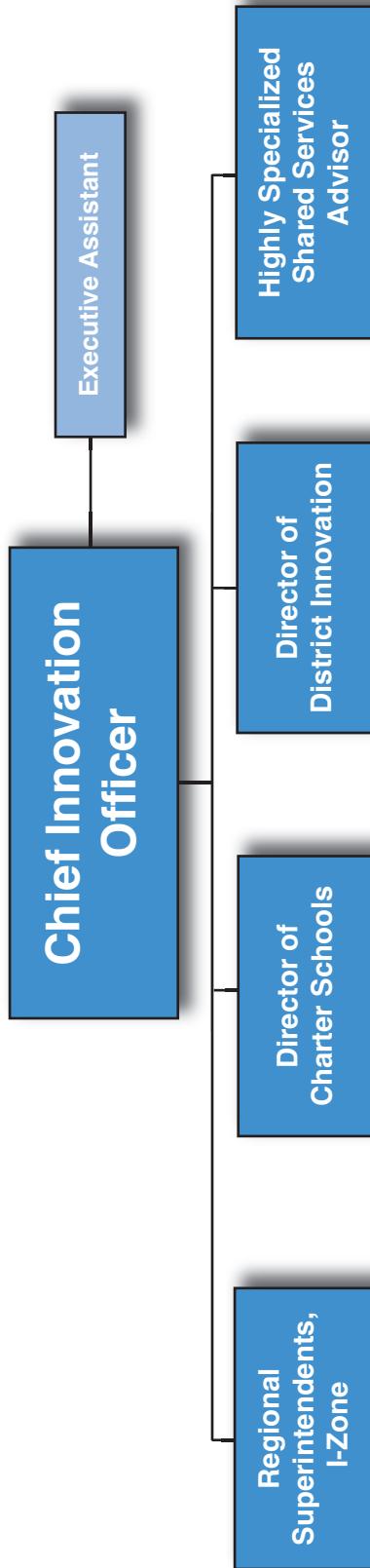
- Achieved mandatory District reduction in expenses
- Increased focus on process to drive repeatable cost reduction efforts
- Finished implementing and refining asset core life cycle management tool to decrease District carbon footprint and energy costs. Our department works collaboratively with the facilities department to support the District's overall energy management and conservation efforts.
- As part of our information assurance program, we have implemented tools to help manage and secure mobile devices while allowing employees flexibility to "bring your own learning devices."

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
INFORMATION TECHNOLOGY
FISCAL YEAR 2013-14**

	Information Technology	Relationships and Customer Service	Education Technology	Technical Services	Total
Salaries	\$ 3,384,456	\$ 4,935,790	\$ 2,417,955	\$ -	\$ 10,738,201
Benefits	872,606	1,523,343	558,543	4,235,533	2,954,492
Contracted Services	5,543,016	48,527	38,488	168,465	9,865,564
Supplies and Materials	15,631	168,465	168,465	159,453	521,026
Other Charges	188,492	159,453	169,492	503,225	676,890
Capital Outlay	503,225	503,225	1,055,441	503,225	2,565,116
Total	\$ 10,507,426	\$ 7,338,803	\$ 4,408,384	\$ 5,066,676	\$ 27,321,289
Staffing Level	5.00	96.00	29.00	38.00	168.00

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Innovation Office



INNOVATION OFFICE

Dr. Tim Setterlund, Chief Innovation Officer

MISSION STATEMENT:

The primary function of the Office of Innovation is to promote the implementation of the Multiple Achievement Path model outlined by the Transition Planning Commission. The MAP model provides a portfolio approach to providing a variety of educational opportunities for students throughout the district. Additionally, the department will oversee the improvement of student performance in the schools assigned to the iZone. Under the direction of the Regional Superintendent of the iZone, the department will provide professional development to teachers in the iZone, identify new building level leaders to implement a turnaround approach to staffing, assist the principals in selecting new teachers and staff for the school to ensure that high performing teachers are present in all buildings, and implement research based strategies for improving learning. The department will foster a collaborative effort between district run schools, charter schools, and the Achievement School district to determine the strategic placement of schools and to develop shared support services that provide cost savings for all partners and support the infrastructure of the district.

STRATEGIC GOALS:

1. Increase student achievement in the lowest performing schools; 2. Foster autonomy and accountability in all schools; 3. Create a portfolio of good school choices for students and parents; 4. Support a shared service model of support services for all education providers; and 5. Share new and effective instructional practices throughout the district.

ROLES OF RESPONSIBILITY

- Managing, staffing, and supporting the iZone Schools
- Promoting the sharing of effective strategies throughout the district
- Implementation of the Multiple Achievement Path model
- Providing recommendations to the Board regarding new and existing Charter Schools
- Providing professional development to principals as they gain more autonomy in managing school staffing, programming, and budgeting

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

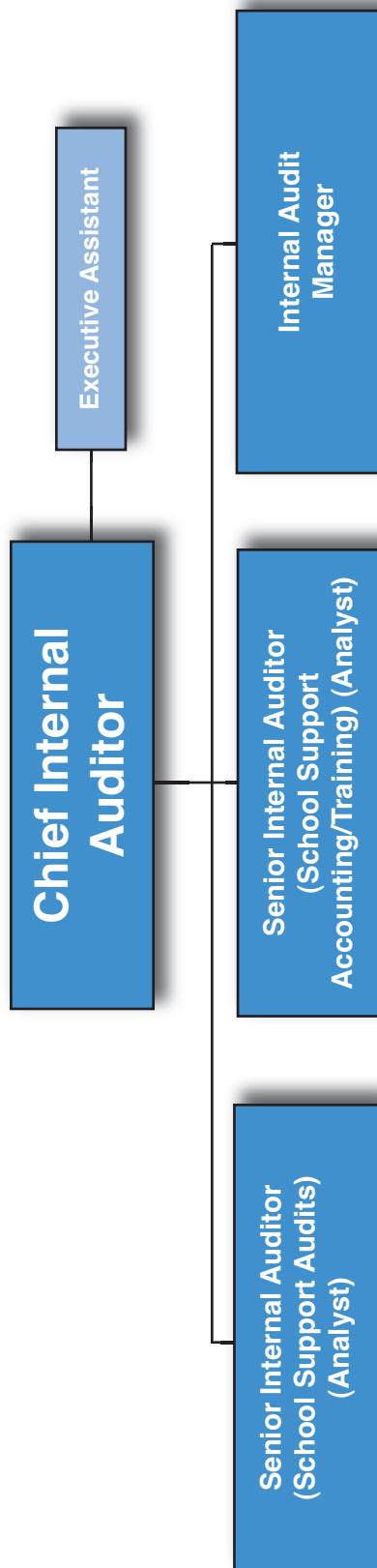
As a new department to the district the Office of Innovation will be combining previously budgeted staff and programs from the School Improvement Grants which fund the additional staff and program for the iZone schools, staff that had previously managed charter schools, and staff from the Virtual School. Additional positions that have been added to support the new work of this department are the Director of Innovation, the division of Shared Services, the Director of Charter Schools, and the Chief of Innovation. These investments in personnel combined with moving previously segmented staff into one department will better allow the district to monitor the effectiveness of innovative instructional programs throughout the district and share best practices with all school as well as strategically implement a portfolio approach to managing schools. The Multiple Achievement model will allow for strategic deployment of schools and resources, the sharing of effective strategies between providers, the cost effective sharing of services, and the promotion of school/principal autonomy and accountability.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
INNOVATION OFFICE
FISCAL YEAR 2013-14**

	Innovation Office	Virtual Learning	Total
Salaries	\$ 609,577	\$ 592,067	\$ 1,201,644
Benefits	152,083	-	152,083
Contracted Services	-	-	-
Supplies and Materials	6,500	204,827	211,327
Other Charges	-	6,500	6,500
Capital Outlay	-	25,700	25,700
Total	\$ 768,160	\$ 829,094	\$ 1,597,254
Staffing Level	12.00	6.00	18.00

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Internal Audit



INTERNAL AUDIT

Melvin Burgess, Chief Auditor

MISSION STATEMENT:

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The mission of the Division of Internal Audit is to provide management and the Board of Commissioners with reasonable assurance that internal controls throughout the District are adequate, effective and in compliance with all federal, state, and local regulations and District policies and procedures.

STRATEGIC GOALS:

The strategic goals of the Division of Internal Audit are to:

- Achieve state-mandated audit of 100% of the schools within the unified District
- Conduct operational audits of the unified District pursuant to the risk-based audit plan
- Provide school finance training to bookkeepers/financial secretaries and newly appointed principals
- Manage and respond to fraud hotline alerts
- Enforce accountability and quality controls measures to ensure internal controls are adequate and effective
- Harmonize school financial reporting throughout the unified District
- Ensure that the Student Activity Fund Financial Report is submitted to the State on an annual basis
- Advise management on adequate internal control features during ERP system implementation
- Safeguard District assets by continuous monitoring of related internal controls

ROLES AND RESPONSIBILITY

The Division of Internal Audit's roles and responsibilities have changed to meet the challenges and opportunities of the merged District. The addition of schools and expansion of operations will require more manpower to ensure efficient operations and compliance with regulations, policies and procedures. Roles have been redefined and additional staff has been allocated to address the increasing demand. The staff must be prepared to perform duties independently, work collaboratively as a team and promptly respond to uncertainties in order to accomplish the mission of this Division.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

The budget for this fiscal period will include two additional staff members to meet the increased demands resulting from additional schools and expanded operations.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
INTERNAL AUDIT
FISCAL YEAR 2013-14**

	Internal Audit
Salaries	\$ 783,571.00
Benefits	201,549
Contracted Services	13,300
Supplies and Materials	5,000
Other Charges	11,200
Capital Outlay	2,000
Total	\$ 1,016,620
Staffing Level	11.00

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Planning & Accountability Office



PLANNING AND ACCOUNTABILITY

William E. White II, Chief of Planning and Accountability

MISSION STATEMENT:

The mission of the Department of Planning and Accountability is to provide a consolidated, district-wide view into enrollment, performance, and student needs across the district and support the district in strategic, data-driven decisions.

STRATEGIC GOALS:

- Ensuring student information systems are stable, functioning efficiently, and providing needed data
- Responding in a timely and accurate manner to federal and state reporting requirements
- Responding in a timely and supportive fashion to stakeholders' data needs and analyses
- Coordinating, in partnership with Academics and IT, the transition to the PARCC Assessments
- Supporting the development of multiple achievement paths and new educational opportunities in collaboration with Academics, Innovation, Business Operations, and Finance

ROLES OF RESPONSIBILITY

The department is responsible for the following functions:

- Managing the core student information system (PowerSchool SMS) and its related components
- Developing and maintaining the district's data warehouse (D2D)
- Managing student records and transcripts with an emphasis on transitioning to electronic records
- Maintain student assignment data
- Managing electronic school choice systems
- Coordinating with IT regarding technical system support of student data systems
- Coordinating testing and assessments (national, state, formative) in collaboration with Academics and schools
- Managing the operation of the district's GED Testing Center
- Setting goals and accountability measures for schools based on student achievement data
- Coordinating and supporting the school accreditation process (SACS) in collaboration with Academics
- Providing support to Academics and schools in developing school improvement plans with a focus on improving student achievement
- Using student achievement data to track school performance
- Developing enrollment projections to inform district strategy and fiscal planning
- Driving key analytics around enrollment trends and collaborating with Academics, Finance, Business Operations, and Innovation in developing the district's multiple achievement paths model
- Conducting and facilitating analysis, research, and program evaluation to support decision-making at all levels
- Evaluating school effectiveness, and leveraging research and program evaluation to identify opportunities for school improvement
- Conducting and providing analyses of student-related data

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

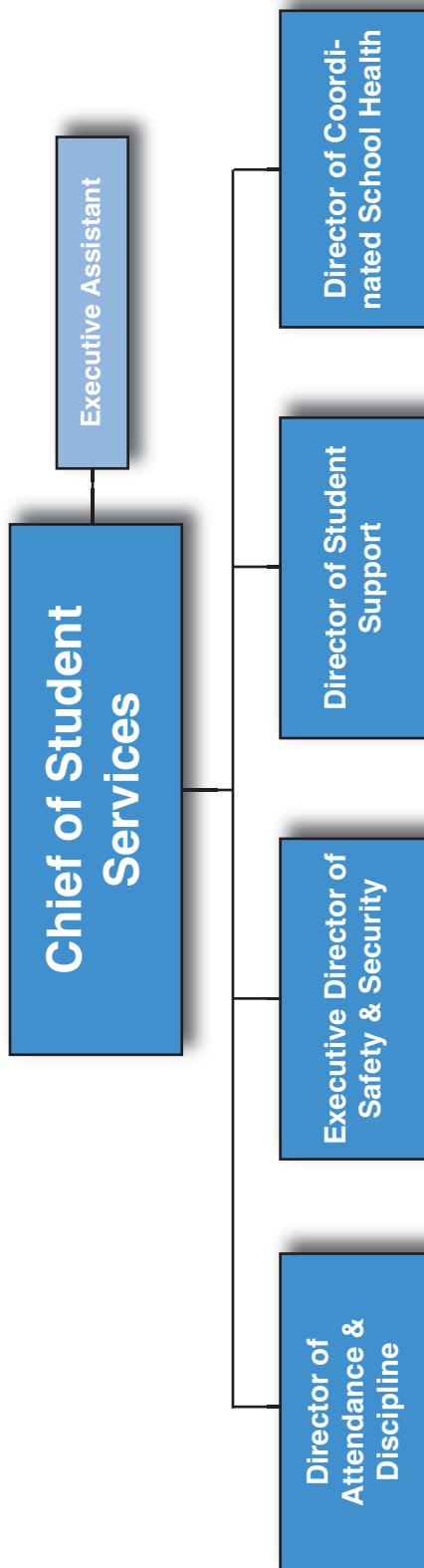
The Department of Planning and Accountability represents the merger of several functions formerly housed within Memphis City Schools' Department of Research, Evaluation, Assessment, and Student Information and Shelby County Schools' Department of Planning, Research and Transition. The department will be comprised of the Office of Student Information Management, the Office of Assessment and Accountability, and the Office of Research, Planning, and Improvement.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
PLANNING AND ACCOUNTABILITY
FISCAL YEAR 2013-14**

	Planning and Accountability	Student Info Management	Assessment and Accountability	Research Planning and Improvement	Total
Salaries	\$ 227,602.00	\$ 1,119,648.00	\$ 482,923.00	\$ 524,703.00	\$ 2,354,876.00
Benefits	52,164	322,454	128,979	136,146	639,743
Contracted Services	-	114,723	74,000	-	188,723
Supplies and Materials	-	9,500	11,650	-	21,150
Other Charges	-	7,125	961,083	-	968,208
Capital Outlay	-	4,000	1,500	-	5,500
Total	\$ 279,766	\$ 1,577,450	\$ 1,660,135	\$ 660,849	\$ 4,178,200
Staffing Level	2.00	17.00	7.00	6.00	32.00

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Student Services



STUDENT SERVICES

Herchel H. Burton, Chief of Student Services

MISSION STATEMENT:

The mission is to support all the students of the new-formed school system with an opportunity for a quality education.

STRATEGIC GOALS:

This department is committed to giving students the opportunity to excel by providing a variety of services. This includes safe and orderly schools, addressing health care needs, counseling services, parent and community involvement, student rights are protected, and interventions. There will also be extended learning opportunities with after school programs and summer school programs. Extra-curriculum activities such as ROTC, variety of athletic programs and student government are designed to enhance the school experience. These efforts are designed to ensure that every student has an opportunity to achieve a high diploma.

ROLES OF RESPONSIBILITY:

The department will empower and support principals with making decisions related to discipline and attendance issues. Employ focused interventions for students who are likely to drop out by including mentoring, counseling and extended instructional time. Ensure that all middle and high schools have the support of in-school suspension to reduce the need for out of school suspensions. Making sure that schools are staffed with counselors, social workers and psychologists who can identify root causes for student behavior and provide more focused support. Continue to review discipline policies and procedures to ensure that all schools are orderly. Student attendance will be monitored to reduce chronic absenteeism.

FISCAL YEAR 2013-14 BUDGET HIGHLIGHTS:

The department of Student Services is supported by a number of departments. They include coordinated school health, security, counseling, student support, interventions, discipline and attendance. Facing tight budget constraints, the goal is to provide every student in Shelby County the best education possible. Backed by a committed staff of professionals who are willing to extend themselves to serve this community to best of their ability despite limited funding. Even with a required 26% cut in central office staffing the commitment has not diminished.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
STUDENT SERVICES
FISCAL YEAR 2013-14**

Attendance & Discipline		Safety & Security		Student Support		Athletics	
Salaries	\$ 1,646,923	\$ 6,771,264		\$ 4,085,163		\$ 2,009,097	
Benefits	370,773	1,845,350		1,596,655		193,652	
Contracted Services	6,048	1,439,408		850,627		323,553	
Supplies and Materials	14,170	599,581		25,326		8,542	
Other Charges	12,214	676,371		6,782		136,544	
Capital Outlay	3,773	246,838		1,734		23,000	
	<u>\$ 2,053,901</u>	<u>\$ 11,578,812</u>		<u>\$ 6,566,287</u>		<u>\$ 2,694,388</u>	
Staffing Level	22.00			141.00		131.00	
						4.00	
JROTC		Driver Education		Guidance Counseling- Elementary		Guidance Counseling- Middle	
Salaries	\$ 3,281,928	\$ 191,575		\$ 7,207,327		\$ 4,498,733	
Benefits	656,861	61,558		1,996,436		1,256,395	
Contracted Services	15,152	4,569		1,480		6,351	
Supplies and Materials	3,055	22,241		37,111		49,697	
Other Charges	1,766	604		1,998		4,427	
Capital Outlay	4,699	4,569					
	<u>\$ 3,963,461</u>	<u>\$ 285,116</u>		<u>\$ 9,244,352</u>		<u>\$ 5,815,603</u>	
Staffing Level	58.00			7.00		125.00	
						82.00	
Guidance Counseling- High		Money Due Board (School Reimbursement)		Coordinated School Health		Total	
Salaries	\$ 6,345,873	\$ 475,000		\$ 12,246,870		\$ 48,759,753	
Benefits	1,784,184	80,518		3,417,706		13,260,088	
Contracted Services	-			2,469,760		5,116,948	
Supplies and Materials	19,613			122,591		901,927	
Other Charges	-			46,258		1,486,964	
Capital Outlay				10,465		1,595,078	
	<u>\$ 8,149,670</u>	<u>\$ 2,455,518</u>		<u>\$ 18,313,650</u>		<u>\$ 18,313,650</u>	
Staffing Level	101.00					216.50	
						887.50	

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OTHER

SUBSTITUTES:

The Substitute budget provides highly qualified substitute teachers for the classroom during regular teacher absences in order to ensure continuity. Maintain a pool of qualified clerical personnel who is charged to the requesting budget.

CHARTER SCHOOLS:

This allocation of local and state revenue will be transferred to the anticipated forty-one (41) charter schools approved by the Board of Commissioners of Shelby County Schools in accordance with TCA/49-13-106 through 130. Allocations are generated based on the weighted full-time equivalent average daily membership (WFTEADM) of students reported in 2nd, 3rd, 6th, and 7th twenty-day periods.

BENEFITS RETIREES:

This allocation provides the Board contribution towards retired employees' health and life insurance benefits.

Retirees may change their coverage tier election at the time of retirement. Health insurance premiums will be deducted from the retiree's retirement check as a condition of maintaining health insurance, where applicable.

DEBT SERVICE:

This allocation provides for the debt requirements of the district. Currently the district is repaying interest free Quality Zone Academy Bonds (QZAB) awarded to the district for major improvements to the vocational schools and various science labs.

OTHER POTENTIAL USES:

This function accounts for the District's contribution to Teacher Effectiveness Initiative (TEI), district-wide travel and high cost Special Education students.

**SHELBY COUNTY SCHOOLS
PROPOSED BUDGET
OTHER
FISCAL YEAR 2013-14**

	Substitutes	Charter Schools	Benefits-Retirees	Debt Service
Salaries	\$ 10,005,579	\$ 65,957,111	\$ 28,636,084	\$ -
Benefits	1,592,134	-	-	-
Contracted Services	42,534	-	-	-
Supplies and Materials	4,200	-	-	-
Other Charges	-	-	-	-
Debt Service	-	-	-	592,879
Grand Total	\$ 11,644,447	\$ 65,957,111	\$ 28,636,084	\$ 592,879
Staffing Level	-	-	-	-

	Other Potential Uses	Total
Salaries	\$ -	\$ 75,962,690
Benefits	-	30,228,218
Contracted Services	-	42,534
Supplies and Materials	-	4,200
Other Charges	6,331,261	6,331,261
Debt Service	-	592,879
Grand Total	\$ 6,331,261	\$ 113,161,782

CAPITAL IMPROVEMENT PROGRAM FUND

CAPITAL IMPROVEMENT PROGRAM FUND

The Capital Improvement Program fund is defined to account for financial resources used for the acquisition or construction of major capital facilities as well as major repairs of existing facilities. The total cost to complete a project is appropriated at the time the individual project is approved by the Board.

The Capital Improvement Program total budget for fiscal year 2014 is \$67.8 million. The cumulative Capital Improvement Fund appropriation thru 2014 is \$161.1 million. The funding sources are detailed below.

Funding sources

- Local – \$346,000 (rent & investments)
- Shelby County Government – \$54.4 million
- Fund Balance – \$13.1 million

Projects have been split into the three categories as follows:

New School/Renovations

- Millington High – Vo-Tech and Gym Renovations
- Germantown High – Auditorium Replacement
- New Southeast Shelby County Elementary School
- North East Region – 20 classroom addition

Other

- In-house administration – Facility Improvement and Comprehensive Planning

Maintenance

- ADA/Deferred Maintenance – ADA compliance and/or deferred maintenance per federal mandate
- Mechanical – Replacement of boilers or air conditioners
- Interior and Exterior Maintenance
 - Life Safety – Fire Alarms
 - Painting at various sites
 - Playgrounds and stadiums
 - Roofing – Reroofing at various sites
 - Window replacements

SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14

<u>Project #</u>	<u>Description</u>	<u>2013-14</u>
204	Belle Forest Community School Start Up	205,500
210	Facility Improvements	1,318,148
217	Comprehensive Planning	730,464
239	ADA Improvements	4,147,747
241	Window Replacements (Multiple Sites)	3,594,000
283	Roofing (Multiple Sites)	4,750,000
304	General Deferred Maintenance	1,960,000
306	Unforeseen Emergencies	1,500,000
307	School Demolitions	646,000
308	Synthetic Athletic Fields	300,000
309	Life Safety - Fire Alarms (Multiple Sites)	1,811,000
311	Mechanical Boilers & Air Conditioning (Multiple Sites)	3,575,000
323	Millington High Phase II	10,000,000
328	Germantown High	9,100,000
329	New Southeast Shelby County Elementary School	15,000,000
330	Northeast Region Classroom Additions	8,000,000
334	Outdoors Playgrounds & Stadium and Paving (Multiple Site Painting)	600,000
342		562,762
	Total Projects	\$ <u>67,800,621</u>

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

Project: 204 Belle Forest Community School Startup

Start Date: Dec-10
Estimated Completion Date: Dec-13
Description: Funding for start-up costs for new SE Elem school.
FY 2012-13 Project Costs: \$1,000,000
FY 2013-14 Costs: \$205,500
Operating Budget Impact: The operating budget will provide the initial site base start up budget for supplies and materials.

Project: 210 Facility Improvements

Start Date: Each fiscal year
Estimated Completion Date: On-going
Description: 2013-14 funding to support department personnel, who are responsible for the design, management and completion of the replacement and upgrading of building systems equipment and life safety systems. Provides funding of small projects too small for Design & Construction, but too large for In-House Maintenance personnel.
FY 2012-13 Project Costs: \$1,995,726
FY 2013-14 Costs: \$1,318,148
Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations, and new construction. There is \$0 impact to the District's operating budget.

Project: 217 Comprehensive Planning

Start Date: Each fiscal year
Estimated Completion Date: On-going
Description: Funding to support department personnel, who are responsible for the design, management and completion of new construction, renovations and ADA projects.
FY 2012-13 Project Costs: \$792,702
FY 2013-14 Costs: \$730,464
Operating Budget Impact: Administrative costs necessary to design and execute projects related to maintenance, renovations, and new construction. There is \$0 impact to the District's operating budget.

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

PROJECT SUMMARY (cont'd)

Project: 239 ADA Improvements

Start Date: Dec-10

Estimated Completion Date: On-going

Description: Funding for ADA Deferred Maintenance

FY 2012-13 Project Costs: \$52,888

FY 2013-14 Costs: \$4,147,747

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District. The District estimates \$0 impact to the District's operating budget as the project will bring the District into compliance and there are no other costs associated with the improvements.

Project: 241 Window Replacements (Multiple Sites)

Start Date: Dec-06

Estimated Completion Date: On-going

Description: Funding for window replacements at multiple sites

FY 2012-13 Project Costs: \$1,628,414

FY 2013-14 Costs: \$3,594,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the Districts operating budget as the capital project is for window replacement*.

Project: 283 Roofing (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: ongoing

Description: Funding to replace roofs at various locations

FY 2012-13 Project Costs: \$1,853,730

FY 2013-14 Costs: \$4,750,000

Operating Budget Impact: Roofing emergency repair costs will be maintained at a lower level. Even though the District plans to re-roof existing buildings, there will continue to be an operating budget impact in future years, as the District will still need to perform preventative maintenance on building roofs. These costs are unknown at this time.

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

PROJECT SUMMARY (cont'd)

Project: 304 General (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding for the replacing ceilings, floor tile, upper level bleachers, and relocating portables.

FY 2012-13 Project Costs: \$95,007

FY 2013-14 Costs: \$1,960,000

Operating Budget Impact: The District estimates \$0 impact on the District's operating budget.

Project: 306 Unforeseen Emergencies

Start Date: Dec-06

Estimated Completion Date: Ongoing

Description: Funding for unforeseen maintenance equipment replacement

FY 2012-13 Project Costs: \$1,997,700

FY 2013-14 Costs: \$1,500,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district.

Project: 307 School Demolitions

Start Date: July-12

Estimated Completion Date: On-going

Description: Funding for the demolition of school buildings

FY 2012-13 Project Costs: \$485,000

FY 2013-14 Costs: \$646,000

Operating Budget Impact: Approved funding that demolishes closed schools including buildings, gymnasiums, cafeterias and portables.

Project: 308 Synthetic Athletic Fields

Start Date: Dec-06

Estimated Completion Date: On-going

Description: Funding for unforeseen maintenance equipment replacement

FY 2012-13 Project Costs: \$948,844

FY 2013-14 Costs: \$300,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district.

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

PROJECT SUMMARY (cont'd)

Project: 309 Life Safety – Fire Alarms (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding for the replacement of fire alarm systems and intercom systems at various schools. FY 2012-13 Project Costs: none
FY 2013-14 Costs: \$1,811,000

Operating Budget Impact: Funding necessary to ensure fire safety compliance. The District estimates \$0 impact to the District's operating budget as the capital project is for replacement of existing fire alarm systems. The cost of monitoring is already included in the operating budget.

Project: 311 Mechanical Boilers & Air Conditioning (Multiple Sites)

Start Date: Sept-07

Estimated Completion Date: On-going

Description: 2007-08 funding for the upgrading of HVAC equipment and systems

FY 2012-13 Project Costs: \$1,884,068

FY 2013-14 Costs: \$3,575,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget*.

Project: 323 Millington High Phase II

Start Date: Sept-13

Estimated Completion Date: March-15

Description: Construct Vo-Tech, Gymnasium, and replace roof on main gym.

FY 2012-13 Project Costs: none

FY 2013-14 Costs: \$10,000,000

Operating Budget Impact: The operating budget will be impacted by utilities and maintenance costs when the school begins to use the new Vo-Tech and Gymnasium in fiscal year 2014-15, non-routine expense.

Project: 328 Germantown High

Start Date: Sept-13

Estimated Completion Date: March-15

Description: Replace the auditorium and install new alarm system.

FY 2012-13 Project Costs: none

FY 2013-14 Costs: \$9,100,000

Operating Budget Impact: The operating budget will be impacted by utilities and maintenance costs when the school begins to use the new auditorium in fiscal year 2014-15; non-routine expense.

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

PROJECT SUMMARY (cont'd)

Project: 329 New Southeast Shelby County Elementary School

Start Date: Sept-13
Estimated Completion Date: Sept-15
Description: Construct new elementary school in southeast Shelby County
FY 2012-13 Project Costs: none
FY 2013-14 Costs: \$15,000,000
Operating Budget Impact: The operating budget will be impacted by utilities and maintenance costs when the school begins to open in fiscal year 2015-16; non-routine expense.

Project: 330 Northeast Region Classroom Additions

Start Date: Sept-13
Estimated Completion Date: Sept-15
Description: Construct 20 classroom additions.
FY 2012-13 Project Costs: none
FY 2013-14 Costs: \$8,000,000
Operating Budget Impact: The operating budget will be impacted by utilities and maintenance costs when the school begins to use the new classroom addition in fiscal year 2015-16; non-routine expense.

Project: 334 Outdoors Playgrounds & Stadium and Paving (Multiple Sites)

Start Date: Sept-07
Estimated Completion Date: On-going
Description: Funding to install playground equipment with fall-safe surfaces at various elementary schools and paving at various district locations.
FY 2012-13 Project Costs: \$476,779
FY 2013-14 Costs: \$600,000
Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the capital project is for playground equipment; estimates for utilities for the new stadium lighting are unknown at this time.

**SHELBY COUNTY SCHOOLS
CAPITAL IMPROVEMENT PROGRAM FUND
FISCAL YEAR 2013-14**

PROJECT SUMMARY (concl'd)

Project: 342 Painting

Start Date: Sept-07

Estimated Completion Date: On-going

Description: Funding for exterior painting of various school buildings

FY 2012-13 Project Costs: \$435,007

FY 2013-14 Costs: \$562,762

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget as the capital project is for painting.

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NON-FEDERAL SPECIAL REVENUE FUND

SHELBY COUNTY SCHOOLS
SPECIAL REVENUE FUND - NON FEDERAL
FISCAL YEAR 2013-14

Project Description	Beginning Balance	Revenue	Proposed Budget	Projected Ending Balance	Positions
Adopt a School Seminar	\$ 15,000	\$ 12,000	\$ 27,000	\$ -	-
After-School Childcare	1,000,000	5,861,327	6,270,539	590,788	41
After-School Snacks	-	2,135,006	2,135,006	-	-
Arts in Education: Artfest	-	5,016	5,016	-	-
Coalition of Large School Systems	125,500	-	125,500	-	-
Energy Efficient Schools Initiative	135,383	-	135,383	-	-
Facility Rental	150,000	315,000	465,000	-	-
Farm to School Planning	28,467	-	28,467	-	-
Homeless Children & Youth Program	9,135	5,000	14,135	-	-
LEAP Program	-	1,125,970	1,125,970	-	1
Connect Mentoring Program	1,000	-	1,000	-	-
Mental Health Records	74,157	15,000	89,157	-	-
MIAA Dues & Fines	-	377,000	377,000	-	-
National Science Foundation - UOM Grant	-	114,966	114,966	-	-
Research & Evaluation	169,060	124,189	191,890	101,359	2
School Age Childcare	115,000	480,976	595,976	-	6
Security-Ancillary Services	-	256,500	256,500	-	-
Shelby County Headstart	-	600,000	600,000	-	-
Teacher Effectiveness Initiative	-	17,452,500	17,452,500	-	15
Telecommunications Center Ubs	1,500	50,000	50,000	1,500	-
Transition Project	2,359,275	-	2,359,275	-	-
TVA ENERNOC Demand Response Program	-	250,000	250,000	-	-
Very Special Arts Festival	6,712	2,500	-	9,212	
TOTAL	\$ 4,190,189	\$ 29,182,950	\$ 32,670,280	702,859	65

ADOPT-A-SCHOOL

The Adopt-A-School program has funds that support programs, seminars and luncheons that generate support for district schools. The events supported by these funds are used to create a better understanding in the community of our public school system and to establish one - on - one relationship between businesses, faith-based, religious organizations, government agencies, civic groups and the schools directly.

Revenue Source: Miscellaneous

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	16,000
Supplies and Materials	2,000
Other Charges	9,000
Capital Outlay	-
Total	<u>27,000</u>

Staffing Level

-

AFTER SCHOOL CHILD CARE

The School Age Child Care (SACC) Program serves a tremendous need in the district. The SACC funds and expenditures are restricted and all restricted fund account money must be for the purpose money was collected. Therefore, all SACC funds *must be used* for a valid SACC purpose and to benefit the students in the SACC program. All SACC programs must meet SCS standards based on guidelines set by the National After-School Association. In addition, all SACC programs must include the following components:

- Math and Reading/Language Arts (reading, writing and oral communication skills)
- Cultural/recreational (dance, art, music, drama, individual and team sports)
- Self-enhancement (conflict resolution, self-confidence and awareness, manners, career exploration or other self-development activities) snacks
- Time for interaction with peers or free time
- Physical fitness activities
- Skilled and well-trained staff
- Appropriate/ accessible materials and equipment
- Creative and fun-filled activities and consistent daily schedules
- Annual informational program for parents and opportunities for parents to provide feedback and program evaluation

Revenue Sources: Child Care Fees

PROPOSED BUDGET

	\$
Salaries	3,791,114
Benefits	810,522
Contracted Services	683,903
Supplies and Materials	242,000
Other Charges	443,000
Capital Outlay	300,000
Total	<u>6,270,539</u>

Staffing Level	41.00
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SCHOOL AGE CHILD CARE SNACKS

Nutritious snacks are provided by the Department of Nutritional Services on a charge-back basis. The Tennessee Department of Human Services (DHS) certifies the School Age Care (SAC) program for participation in the Child and Adult Care Food Program (CACFP). DHS requires each program to maintain documents for compliance with the Child and Adult Care Program. The cost of after-school snacks provided to students in the SAC program is reimbursed to the district from DHS. All charges and reimbursements for after school snacks are tracked in this project.

Revenue Source: Tennessee Department of Human Services (DHS)

PROPOSED BUDGET

Salaries	\$	-
Benefits	\$	-
Contracted Services	\$	2,135,006
Supplies and Materials	\$	-
Other Charges	\$	-
Capital Outlay	\$	-
Total	\$	2,135,006

Staffing Level

ARTS IN EDUCATION: ARTSFEST

Funds are received from ArtsFest project sales and donations from various organizations to support Arts in Education events that document the impact of all Fines Arts initiatives to raise student achievement. This funding supports items such as collaboration with professional artists, student artistic events, marketing, and other special projects.

Revenue Source: Sponsorships, Donations, Sales from Student Art Reproductions

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	2,200
Supplies and Materials	2,000
Other Charges	816
Capital Outlay	-
Total	<u>5,016</u>

Staffing Level

-

Coalition of Large School Systems

The five largest public school systems in the State of Tennessee have formed a coalition for the purpose of jointly exploring legislative options that will serve the unique interest of large school systems. As custodian of CLASS Funds for the 2012-13 year Memphis City Schools established this project to document transactions for CLASS.

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	125,500
Supplies and Materials	-
Other Charges	-
Capital Outlay	-
Total	<u>125,500</u>

Staffing Level

FACILITY RENTAL

This project captures charge-back fees for facility over-time incurred due to various district property rentals to outside organizations.

Revenue Source: Rental Agreements

<u>PROPOSED BUDGET</u>		
Salaries	\$	200,000
Benefits		-
Contracted Services		125,000
Supplies and Materials		140,000
Other Charges		-
Capital Outlay		-
Total	\$	<u>465,000</u>

Staffing Level

USDA FARM TO SCHOOL PLANNING GRANT

This "planning grant" cooperative agreement provides funding for school districts or schools just starting to incorporate farm to school program elements into their operations. The following activities will be conducted:

1. Carry out the activities detailed in the grant proposal (bringing together regional partners to develop an aggregator model for locally grown produce to be sold to the merged district).
2. Use the USDA farm to school "planning toolkit," and collaborate with USDA personnel in creating a Farm to School Implementation Plan.
3. Participate in monthly (or more frequent) webinars on farm to school planning topics.
4. Engage in an orientation phone call and periodic one-on-one consultations with USDA personnel.
5. Attend a face-to-face meeting to discuss project progress, explore opportunities for collaborative efforts, and enhance dissemination of exemplary methods.
6. Join and participate in the online communication forum for Farm to School.
7. Complete USDA's Farm to School Census when it becomes available in spring, 2013.
8. Provide both a mid-term and final progress report described in section 9.
9. If requested to, host USDA officials for a site visit during the course of their agreement period. (All costs associated with the site visit will be paid for by USDA.)

Revenue Source: USDA

<u>PROPOSED BUDGET</u>	
Salaries	\$ -
Benefits	\$ -
Contracted Services	\$ 16,000
Supplies and Materials	\$ 3,809
Other Charges	\$ 6,925
Capital Outlay	\$ 1,733
Total	\$ 28,467

Staffing Level

SCS DISPLACED STUDENT SERVICES (formerly HOMELESS CHILDREN AND YOUTH PROGRAM)

TARGET AUDIENCE: All homeless students, residing in the geographical area of Shelby County Schools

To provide uninterrupted and continuous resources and service to homeless/formerly homeless children, youth and their families, and to meet all mandates consistent with the Tennessee Department of Education's McKinney- Vento Homeless Education Act. This program is designed to address the problems that homeless children and youth face enrolling, attending, and succeeding in school. The goals of the program are to ensure that each homeless child and youth has equal access to the same free, appropriate public education, including a public preschool education, as other children and youth. SCS Displaced Student Services seeks to ensure the following services are provided for homeless/ formerly homeless children and youth:

- Assistance with student enrollment
- After school tutoring
- Distribution of school supplies
- Provides transportation to school of origin
- Equal access to all components of both school systems
- Referrals to and distribution of resources of other services providers
- Summer enrichment program
- Payment of school fees
- Provide life skills and parenting training

Revenue Source: Tennessee Department of Education

PROPOSED BUDGET	
Salaries	\$ -
Benefits	\$ -
Contracted Services	\$ 9,000
Supplies and Materials	\$ 4,635
Other Charges	\$ 500
Capital Outlay	\$ -
Total	\$ 14,135
Staffing Level	-

LOTTERY FOR EDUCATION: AFTERSCHOOL PROGRAMS

TARGET AUDIENCE: Students in schools identified by the State with greatest academic need

LEAP programs are established at 12 elementary schools through a Lottery for Education After-School Programs Grant. LEAP addresses student achievement, improving student behavior, involving parents in the learning process, providing quality professional development and establishing community learning centers. LEAP focuses on reading and math through a variety of materials, resources, and support activities including tutoring/mentoring, Enrichment projects, field trips and recreational activities ensure that the 'total' child is addressed. Resources are research based with appropriate professional development for teachers and paraprofessionals. Community Partners such as the Memphis Museums and community based cultural arts programs provide a variety of opportunities for fieldtrips and supplemental enrichment/academic activities.

Revenue Source: State of Tennessee

PROPOSED BUDGET

Salaries	\$ 731,367
Benefits	99,528
Contracted Services	132,840
Supplies and Materials	118,635
Other Charges	34,800
Capital Outlay	8,800
Total	\$ 1,125,970

Staffing Level 1.00

MCS CONNECT MENTORING PROGRAM

CONNECT was a Memphis City Schools (MCS) school-based mentoring program that matched adult volunteers, one-on-one to students. The program's mission was to address and improve the academic and social needs of participating students to provide a lasting CONNECTION to lifelong survival and success. Initially, the students selected to participate in the program attended the district's five original "fresh start" schools, CONNECT. The goal was to: 1) add at least five new schools per year, 2) maintain matches as current CONNECT students transferred to other schools, and their mentors choose to follow them, and 3) retain all mentors and build a strong and larger volunteer mentor pool to serve the large number of new students added to the program.

Revenue Source: United Way

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	500
Supplies and Materials	500
Other Charges	-
Capital Outlay	-
Total	<u>1,000</u>

Staffing Level

MENTAL HEALTH RECORDS

Funds received from the Tennessee Social Security Administration for administration handling costs of mailing confidential student records. The Social Security Administration sends standard documentation for release of mental health records and records are supplied within 30 workdays. The Mental Health Center is reimbursed \$20.00 per mailed record. These funds are used to support school projects in which Mental Health Center staffs participate.

Revenue Source: Tennessee Social Security Administration

<u>PROPOSED BUDGET</u>	
Salaries	\$ -
Benefits	\$ -
Contracted Services	45,000
Supplies and Materials	44,157
Other Charges	\$ -
Capital Outlay	\$ -
Total	\$ 89,157

Staffing Level

MIAA DUES AND FINES, INSURANCE

The funds are to be used for MIAA Rehab Centers and other related athletic needs i.e. collection of money received from imposed fines or penalties for missed meetings by coaches and fines or forfeitures of games as well as membership dues. This revenue covers the cost of Athletic Program In-Service, Game – Day Hospitality Coaches Clinics and Coaches Certifications.

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	83,000
Supplies and Materials	6,000
Other Charges	258,000
Capital Outlay	30,000
Total	<u>377,000</u>

Staffing Level

NATIONAL SCIENCE FOUNDATION U OF M GRANT

The Memphis Mathematics and Science Teaching Induction Fellowship (MMASTIF) project represents a collaboration between the University of Memphis (UofM) and Memphis City Schools (MCS). The goal of the MMASTIF project is to recruit, prepare and support secondary mathematics and science teachers (grades 7 – 12) who will teach in MCS. The intent of the project is to begin to address district-wide shortages in high quality secondary mathematics and science teachers by recruiting persons who might not otherwise enter teaching as a career. In addition, these teachers will be prepared to take on future roles as teacher leaders in the district, thereby contributing to the training and support of other mathematics and science teachers. Currently, the program is assisting 14 mathematics and science teachers through: (1) tuition support to complete the Master of Arts in Teaching (MAT) program at the UofM and (2) professional development support for MMASTIF Fellows who have completed the MAT.

Revenue Sources: University of Memphis

PROPOSED BUDGET

	Total
Salaries	\$ 114,612
Benefits	354
Contracted Services	-
Supplies and Materials	-
Other Charges	-
Capital Outlay	-
	<u>\$ 114,966</u>

Staffing Level

RESEARCH AND EVALUATION

The Research and Evaluation Special Revenue Fund supports research and evaluation staff to perform data extraction, data analysis, and evaluation activities for special projects. The services performed are primarily for grant-funded programs and initiatives including some related to the Teacher Effectiveness Initiative (TEI) and other district activities such as Extended Day (21st Century Community Learning Centers/Lottery Education After School Programs). These grants have funding earmarked for the services performed, and these monies are placed in this account. The funds are used to support one Research Evaluator, one Data Information Specialist, and a percentage of one Research Evaluator's salary.

Revenue Source(s): Federal, State, and Local Grants

PROPOSED BUDGET

	\$	
Salaries	159,230	
Benefits	32,660	
Contracted Services	-	
Supplies and Materials	-	
Other Charges	-	
Capital Outlay	-	
Total	<u>191,890</u>	
Staffing Level	2.00	

SCHOOL AGE CHILD CARE

School Age Care (SACC) serves as a support service to students, parents, and surrounding communities. SAC is an extension of the regular school day where emphasis is placed on learning through fun, stimulating activities and developmentally appropriate practices are employed by highly qualified teachers and trained professional site staff. SAC seeks to provide well-structured and supervised programs that act as safe havens for school age children, while providing warm, secure environments that encourage parental involvement and meet the cognitive, physical, social and emotional needs of children from various socio-economic backgrounds. This budget will also support administrative costs and support staff, state-mandated professional development, supplies, materials, equipment and mandatory travel for the SAC office.

Revenue Sources: DHS and local after school care programs

PROPOSED BUDGET

Salaries	\$ 400,772
Benefits	130,648
Contracted Services	32,556
Supplies and Materials	14,000
Other Charges	18,000
Capital Outlay	-
Total	\$ 595,976

Staffing Level 6.00

SECURITY ANCILLARY SERVICES

The Unified School District provides security services for school sponsored events. Schools make a request for Security Officers to work these events, and they are billed for the security services provided. Money received from the schools and identification badge replacement costs are deposited to this fund as revenue. Funds collected as a result of fingerprint/background checks are also deposited into this account and invoiced as payment to Safran-Morpho Trust.

PROPOSED BUDGET

Salaries	\$	80,000
Benefits		14,000
Contracted Services		162,500
Supplies and Materials	-	
Other Charges	-	
Capital Outlay	-	
Total	\$	256,500

Staffing Level

SHELBY COUNTY HEADSTART PROGRAM

TARGET AUDIENCE:

Four-year-old children, who are most at-risk, residing in the geographical area of Memphis City Schools

The function of this program is to provide high quality early education that will promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that will maximize school readiness and empower children/families to become successful lifelong learners and productive citizens. The program serves approximately 4,100 children. Major goals of the program include:

- Small classes and low child-staff ratios, one adult for every 10 children
- Research-based curricula and instruction aligned to TN Early Learning Developmental Standards
- Well-trained teachers and ongoing staff supervision and training
- Substantial outreach to parents through training sessions, group meetings, and classroom participation
- High-quality educational opportunities provided through collaborative services with Shelby County Headstart, Memphis City Schools and other community partners

Revenue Source: Shelby County Government

PROPOSED BUDGET

Salaries	\$ 125,000
Benefits	9,563
Contracted Services	261,740
Supplies and Materials	73,300
Other Charges	54,397
Capital Outlay	76,000
Total	\$ 600,000

Staffing Level

-

TEACHER EFFECTIVENESS INITIATIVE

Target Audience: Teachers

The Teacher Effectiveness Initiative (TEI) will deepen and accelerate our existing aggressive reform agenda. It will provide the additional fuel necessary to drive dramatically improved student achievement. While many poor and minority youth achieve at the very highest academic levels, the achievement gap (currently narrowing much too slowly) must be closed. Of course, this achievement gap is a matter of access and experience-not ability. We envision every child being taught by an effective teacher every day, every year. With such access to high quality learning experiences, our students' lives will be changed, and our city will be transformed.

Revenue Source: Bill and Melinda Gates Foundation (BMGF).

PROPOSED BUDGET

	\$	PROPOSED BUDGET
Salaries	3,966,457	
Benefits	388,764	
Contracted Services	12,761,870	
Supplies and Materials	99,637	
Other Charges	161,351	
Capital Outlay	74,421	
Total	\$ 17,452,500	

Staffing Level 15.00

TELECOMMUNICATIONS CENTER – Ubs

The Telecommunications Center Underwriting & Broadcast Services (TTC-Ubs) budget is funded through underwriting and broadcast services. The Funds will be used to provide a state of the art technological environment for the educational training of students enrolled in TV and Radio classes at the Telecommunications Center; as well as to assist in recruiting potential students to the Electronic Media Program. Additionally, funds will be used to maintain the visibility and credibility of WQOX 88.5 FM Radio and C19 TV station brands throughout the District, to stakeholders, to the overall community and underwriting clients. Purchases from this account will mainly consist of expenditures under Object Codes 300, 500, 600, and 800. Deposits will be credited to this account as underwriting and broadcasting revenue is generated. Expenditures from this account are not to exceed the budget balance at any given time.

Revenue Source:

Underwriting & Broadcast Services

PROPOSED BUDGET	
Salaries	\$ -
Benefits	\$ -
Contracted Services	15,000
Supplies and Materials	30,000
Other Charges	5,000
Capital Outlay	-
Total	\$ 50,000

Staffing Level

TRANSITION PROJECT

The District has earmarked funding to assist with unexpected expenditures that might occur due to the merging of Memphis City Schools and Shelby County Schools.

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	2,359,275
Supplies and Materials	-
Other Charges	-
Capital Outlay	-
Total	<u>2,359,275</u>

Staffing Level

TVA-EnerNOC Demand Response

This program is an incentive program offered by the Tennessee Valley Authority in which we agree to voluntarily reduce our demand for power when called upon. The incentive payments received are based on the electrical load shed during an event and dispersed quarterly. The money received for participation in the program will fund energy efficiency projects such as controls for lighting and HVAC systems, and the installation higher efficiency mechanical equipment. These projects will contribute toward reduced utility cost and help guard against future rate increases.

Revenue Source: Tennessee Valley Authority

PROPOSED BUDGET

	\$
Salaries	-
Benefits	-
Contracted Services	150,000
Supplies and Materials	100,000
Other Charges	-
Capital Outlay	-
Total	<u>250,000</u>

Staffing Level

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NUTRITION SERVICES FUND

NUTRITION SERVICES

Anthony Geraci, Director

MISSION STATEMENT:

Provide every child with nutritious meals to create a foundation for healthy minds and bodies by positioning healthy kids in front of educators ready to learn.

ISSUES & TRENDS:

Nutrition Services is responsible for all district cafeterias and charter school meal service. Daily meal service in the unified district includes approximately 60,000 breakfasts, of which 60% are breakfast in the classroom, a program that started during the 2011-2012 school year. Daily meal service also includes 87,000 lunches via the National School Lunch Program. Nutrition Services has implemented an At Risk Supper Program, which is a first for the State of Tennessee. We are currently serving over 7,500 meals daily with an aggressive plan of increasing to 15,000 suppers served per day by the end of the school year.

The FY14 budget for the division is over eighty-seven million dollars. Nutrition Services is a self-supporting business entity within the district. The overwhelming majority of the revenue for Nutrition Services comes from federal and state reimbursement of meals served. No revenue is derived from local taxes.

The United States Department of Agriculture, through the Tennessee Department of Education, reimburses the division on a monthly basis for all eligible meals served to students. Breakfast is free to all students regardless of income; however, lunch prices are based on income. Nutrition Services also participates in the Summer Food Service Program (SFSP). We are currently serving over one million reimbursable meals each summer. SFSP meals are free to all children in the district.

Nutrition Services consist of three broad functional areas, each broken down into three teams:

- Operations (school cafeteria operations; warehousing and distribution; and central kitchen production and processing).
- Finance (planning and procurement, which also includes menu development, community engagement and nutrition education; accounting and financial analysis; and information technology).
- Support (compliance, education and training; equipment planning and maintenance; and human resources).

Community engagement and nutrition education include four self-sustaining urban farm-to-school projects. We are also working with local, county, and state farmers in a community collaboration and commercial agriculture project in school nutrition education.

Together our teams are responsible for the ordering of food, supplies, and cafeteria equipment; the designing of new and renovated cafeterias; and breakfast, lunch, and supper meal production. They are also responsible for special diets, accountability of funds, employee training, warehousing, and distribution of food and supplies.

Our goal is to be the national benchmark for child nutrition. Through our leadership, we demonstrate successful child nutrition programs that promote student wellness, readiness and supports academic achievement. Nutrition Services continues to provide nutrient dense, high quality meals for all of our students and remain financially solvent.

FISCAL YEAR 2012-2013 PERFORMANCE HIGHLIGHTS:

Farm to School Program

The expansion of the Farm to School program is one of the highlights of the Division of Nutrition Services. The district has been awarded a United States Department of Agriculture (USDA) grant to assist with this expansion. Also, grants from the American Heart Association and Lowe's were awarded to district schools to assist students with planning and implementing school gardens. The hoop house project at Grahamwood Elementary continues to be the premier teaching garden in the district. The Farm to School program facilitates the use of "Memphis Grown" vegetables served in our schools.

Healthier US School Challenge

Five district schools were recognized as bronze winners in the Healthier US School Challenge in a ceremony in November that included a visit by a USDA dignitary.

Supper Program

We are experiencing the continued success of our supper program. The district has led the state in the development of this program. We are the only district in the state that is providing fully reimbursable meals that support academics and achievement. From November 2011 through December 2012 the suppers generated over \$1.6 million in additional revenue.

Recycling Program

Nutrition Services expanded the recycling program to include cans, cardboard, and plastic. This resulted in less waste in the dumpster and a reduced frequency of trash pickups. The expanded recycling program started in January of 2012. These efforts generated \$17,096 in revenue. For the 2012-2013 school year we are projecting \$30,000 in revenue. We are turning trash into cash!

Breakfast in the Classroom

Our breakfast in the classroom program has grown from 20 schools to 82 schools. Breakfast in the classroom has resulted in more than a 75% increase in participation among these schools.

Increase Average Daily Participation (ADP)

The breakfast ADP has increased exponentially due to breakfast in the classroom. Breakfast in the classroom has increased over 255% since January 2011. This translates into in 226,621 additional meals and \$419,249 in additional revenue for the division. This revenue is put back into the program to cover daily operations and make improvements. The Child Nutrition Program is a self supporting entity of the district.

FISCAL YEAR 2013-2014 BUDGET HIGHLIGHTS:

The largest categories for the Nutrition Services budget are food and salaries. Overall, the expenditures for food cost are expected to increase only modestly for the next fiscal year. This is due largely to the efficiencies gained by serving all schools out of the Central Nutrition Center and leveraging our purchasing power as a unified district. Salaries for the 2013-2014 budgets are expected to hold flat over the previous year.

In an effort to control labor costs, Nutrition Services area supervisors closely monitor the staffing levels in each school. Staffing is based on meals per labor hour. The current staffing formula for lunch and supper meals is 19 meals per labor hour; breakfast is 57 meals per labor hour. Overtime is closely monitored and is only granted when deemed appropriate by the immediate supervisor.

FOOD SERVICE'S UPDATES:

At the start of the 2013-2014 school year, Memphis City schools and Shelby County Schools will be successfully merged into one of the largest unified school districts in the country with a budget of one hundred million dollars. The Child Nutrition Program will have the awesome responsibility of providing healthy meals for over 150,000 students daily. The best practices from both programs will combine to offer the best meal deal in town. MCS Nutrition Services has been providing a designated Project Manager to ensure best practices are realized and implemented in the new merged district. Some of those best practices include technology, fleet maintenance, school site distribution model, and training protocols.

In March 2013 we began implementing an automated back of the house (BOH) structure. This new system will monitor inventory, labor, and production that will provide real time profit and loss data for all Nutrition Services sites. The complete system will provide detailed financial and operational information for the continued success and oversight of our business.

Nutrition Services has the highest number of school cafeterias in the first semester with a health department score of 95 or above. This achievement is a direct result of increased onsite food safety training. Food safety training has become an integral part of the day-to-day operations of Nutrition Services and school cafeterias.

MCS was awarded an \$869,100 grant for fresh fruit and vegetables to support healthy choices in 40 schools. This is one of the largest fresh fruit and vegetable grants ever received by a district.

REVENUE SOURCES FOR 2012-2013:

Approximately 79% of program revenue for Nutrition Services is generated from the United States Department of Agriculture (USDA) through reimbursement for meals served under the School Breakfast Program and National School Lunch Program. The USDA Commodity Food Distribution Program provides another 3% of the program revenue. Local revenue sources were generated primarily from user fees, such as a la carte sales. Funds from the Summer Food Service Program account for another 4% of revenue. The division also receives some state matching funds.

REVENUE SOURCES FOR 2013-2014:

Revenue sources for the school year will be similar to the prior year. We do expect at least a 5% rise in revenue primarily due to increases in reimbursement rates, meal pricing, the number of supper and summer meals served and the quantity of USDA donated foods.

	Proposed Budget
Salaries	\$ 27,918,943.00
Benefits	9,405,132.30
Contracted Services	2,833,872.00
Supplies and Materials	36,978,959.00
Other Charges	7,485,319.00
Capital Outlay	2,959,186.00
Total	<u>87,581,411.30</u>
Staffing Level	1,644.00

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FEDERAL PROGRAMS FUND

SHELBY COUNTY SCHOOLS
SPECIAL REVENUE FUND - FEDERAL PROGRAM BUDGET
FISCAL YEAR 2013-14

Project Name	Proposed Budget	Positions
Consolidated Administration	\$ 1,890,391	19.00
Exceptional Children Vocational Rehabilitation	32,217	1.00
IDEA, Part B-Summary	33,234,137	875.00
Preschool Incentive Program	316,718	6.00
Race To The Top	19,407,886	49.00
School Leadership Grant	623,402	1.50
Teacher Incentive Fund - MCS	2,181,776	4.00
Teacher Incentive Fund - SCS	1,288,846	2.00
Title I - School Improvement Grant	5,017,221	18.50
Title I, Part A- Improving the Academic Achievement of the Disadvantaged	55,481,633	477.78
Title I, Part D - Neglected or Delinquent Children and Youth	130,784	1.00
Title II, Part A- Teacher and Principal Training and Recruiting	7,448,357	61.00
Title III, Part A- English Language Acquisition, Language Enhancement & Academic Achievement	1,274,860	28.50
Title X- Homeless Children and Youth	222,000	2.00
Vocational Program Improvement	2,770,596	12.00
WIN Grassy	142,810	-
Workforce Investment Network- In-School	290,000	6.00
Workforce Investment Network- Out-of-School	300,000	2.00
TOTAL	132,053,634	1,566.28

ELEMENTARY AND SECONDARY EDUCATION ACT CONSOLIDATED ADMINISTRATION

TARGET AUDIENCE: Public and eligible participating non-public children, teachers, principals, other instructional staff, and parents

Consolidated administration funds are utilized to administer Elementary and Secondary Education Act (ESEA) programs which provide services for children, teachers, principals, other instructional staff, and parents. These resources are also used to ensure compliance with all applicable statutes, regulations, and procedures. Programs included are Title I, Part A; Title I, Part D; Title II, Part A; Title III, Part A; Title I, Part A School Improvement Grants; Title IV, Part B; and Title X. Approximately 147,000 children in 335 district operated public schools, charter schools, non-public schools, facilities for neglected children, and facilities for delinquent children are served. More than 8,000 teachers, principals, and other instructional staff are also served.

PROPOSED BUDGET

Salaries	\$ 1,235,379
Benefits	460,699
Contracted Services	17,000
Supplies and Materials	65,313
Other Charges	92,000
Capital Outlay	20,000
Total	\$ 1,890,391

Staffing Level 19.00

EXCEPTIONAL CHILDREN VOCATIONAL REHABILITATION - JOB READINESS

TARGET AUDIENCE:

Secondary students with disabilities who require extra instruction/assistance in basic skills, occupational, and educational skills in order to make a successful transition from school to work.

Students involved in this transition from school to work program are instructed in completion of a variety of application types, successful techniques and behaviors for job interviews, how to follow-up on applications and interviews, and employer expectations of new employees in entry-level positions. Students are exposed to varied work sites and jobs through weekly field trips. The Vocational Rehabilitation Counselors work with approximately 750 – 800 high school students each year.

PROPOSED BUDGET

Salaries	\$	18,690
Benefits		13,527
Contracted Services		-
Supplies and Materials		-
Other Charges		-
Capital Outlay		-
Total	\$	<u>32,217</u>
Staffing Level		1.00

IDEA, PART B

TARGET AUDIENCE:

Students ranging in ages of three through twenty-one who are eligible for special education services.

The Individuals with Disabilities in Education Act (IDEA, Part B) funding provides for students with disabilities with the following services:

- Specialized instruction and programs
- Vision services/Orientation and Mobility
- Hearing Services/Audiological Services
- Interpreting Services
- Occupational Therapy
- Physical Therapy
- Speech/Language Services
- Counseling Services
- Behavior Intervention
- Assistive Technology
- Transportation
- Evaluation Services
- Nursing Services

PROPOSED BUDGET

875.00

Staffing Level

PRESCHOOL INCENTIVE PROGRAM

TARGET AUDIENCE:

Students ages three to five who are eligible for special education services.

The Preschool Incentive Program serves students age three to five who are eligible for special education services. A parent liaison serves as an important link between school and home providing parent training and support. The IEP Team recommends the number of hours of service and appropriate related services.

PROPOSED BUDGET

Salaries	\$	214,043
Benefits		77,199
Contracted Services		-
Supplies and Materials		18,334
Other Charges		7,142
Capital Outlay		-
Total	\$	316,718

Staffing Level 6.00

FIRST TO THE TOP

TARGET AUDIENCE:

Standards and Assessments, Data Systems and Instruction, Great Teachers and Leaders, Turning Around Low Performing Schools (Priority), Achievement School District, and STEM activities, schools, and the personnel in them.

Under the leadership of the Board of Commissioners and Superintendent, along with the State of Tennessee and our partners, the district has developed a plan to accelerate student achievement and school performance. To accomplish the overarching goal a variety of strategic initiatives, focused investments, and leveraged resources have been organized and scheduled for successful implementation. Our First To The Top plan is aligned with the districts Strategic Plan, our Reform Agenda, district and state policy, and needs assessment. The key elements of the First To The Top plan includes but is not limited to: comprehensive assessment system, virtual coursework, rigorous advance coursework and exam preparation, common data system, SAS support, principal leadership, PD, and team redesign, focus on priority schools, Common Core Support, additional Pre-K classrooms, digital laboratories, and expanded visual and performing arts program. The scope of work for the First To The Top initiatives respond to the following priorities and responsibilities:

- Drive district-wide multi-year planning and strategy for academics and instruction
- Develop and evaluate academic programs and student achievement
- Drive school improvement
- Build teacher capacity
- Drive school leader development and capacity
- Manage the district's overall portfolio of schools, including the regional offices, the process for new school development, and facility utilization changes
- Assist with school staffing
- Enforce accountability and quality control measures
- Support the overall vision and leadership of the new district and the department

PROPOSED BUDGET

Salaries	\$ 8,479,678
Benefits	2,226,178
Contracted Services	4,876,138
Supplies and Materials	1,359,353
Other Charges	1,612,565
Capital Outlay	853,974
Total	\$ 19,407,886

Staffing Level 49.00

SCHOOL LEADERSHIP GRANT

TARGET AUDIENCE:

Aspiring Principals and Assistant Principals

Funds were awarded by the U.S. Department of Education to positively impact principal effectiveness. The four goals of the grant are: First, to develop and adopt a set of evidence-based standards and competencies to define effective school leadership, as well as a principal evaluation system aligned with those competencies. Second, to utilize two complementary pathways, the Urban Education Center Executive Leadership Program and the New Leaders for New Schools (NLNS) Aspiring Leaders Program to identify, recruit, and prepare promising educators for school leadership, placing candidates in high-priority schools. Third, to use case studies of highly effective schools in and beyond Shelby County available through the NLNS Effective Practice Incentives Community (EPIC) Knowledge System, to create a professional development curriculum designed to train principals to conduct effective teacher observations and evaluations. Finally, the district will develop and adopt a strategic and funding plan to reform principal compensation by linking base pay and incentives to student achievement as measured by student achievement.

PROPOSED BUDGET

Salaries	\$	98,004
Benefits		35,838
Contracted Services		445,866
Supplies and Materials		4,000
Other Charges		35,694
Capital Outlay		4,000
Total	\$	623,402

Staffing Level 1.50

TEACHER INCENTIVE FUND GRANT - MCS

TARGET AUDIENCE:

Effective teachers, principals and other personnel in 28 Schools

Funds were awarded by the U.S. Department of Education to develop a Performance Based Compensation System (PBCS) that will provide Group Incentives and Individual Stipends to effective teachers, principals and other personnel in the district's 28 lowest performing schools (identified from the 2009-2010 NCLB data). Group Incentives will be awarded in the same manner as other incentive programs in the district based on student growth. However, personnel will be identified for Individual Stipends based on the rigorous four-component measurement currently under development as part of the district's "Teacher Effectiveness Initiative" (TEI) and a parallel measurement to be developed through the "Leadership Effectiveness Initiative" (LEI).

PROPOSED BUDGET

	\$	
Salaries	1,593,248	
Benefits	288,412	
Contracted Services	183,600	
Supplies and Materials	44,012	
Other Charges	72,504	
Capital Outlay	-	
Total	\$ 2,181,776	

Staffing Level 4.00

TEACHER INCENTIVE FUND GRANT - SCS

TARGET AUDIENCE:

Effective teachers and administrators in 14 Schools

TIF III grant funds were awarded to Shelby County Schools by the Tennessee Department of Education/U.S. Department of Education as a part of the Race to the Top initiative. The purpose of the TIF grant is to develop a Performance Based Compensation System (PBCS) that will align student achievement goals with educator compensation. TIF Funds provide individual stipends/bonuses to effective teachers and administrators in 14 of the districts Title I schools. The SCS schools included in the TIF grant are: 7 elementary schools (Dexter, Lowrance, Lucy, Highland Oaks, Northhaven, Rivercrest, Southwind), 5 middle schools (Dexter, Highland Oaks, Millington, Shadowlawn, Woodstock) and 2 high schools (Millington, Southwind). The following criteria were used to select the 14 participating schools: 50% or more student population in free/reduced lunch program, high rates of teacher attrition (difficulty recruiting and retaining effective or highly qualified teachers), and low student performance (as compared to similar schools within the district). To qualify for the TIF stipend, teachers and administrators must meet all General Eligibility Requirements. The amount of the individual stipend is determined by the SCS/TIF Award Matrix. Categories on the award matrix include individual and school level TVAAS data, TEAM evaluation data, composite literacy and numeracy ranking, graduation rate and TIF prescribed professional development. The TIF budget is comprised of a planning budget, data budget and implementation budget.

PROPOSED BUDGET

Salaries	\$	947,350
Benefits		157,944
Contracted Services		151,800
Supplies and Materials		5,498
Other Charges		18,869
Capital Outlay		7,385
Total	\$	1,288,846

Staffing Level 2.00

TITLE I, PART A - SCHOOL IMPROVEMENT GRANT II

TARGET AUDIENCE:

Unified School District students and staff in *Zone* schools

Funds were awarded by the Tennessee Department of Education (TDE) to develop an *Zone* office and to implement effective interventions in seven elementary schools and middle schools that will result in increased student achievement. Funds were awarded via a competitive process among priority schools (priority schools are schools that have the bottom 5% of student performance scores on state testing) by the TDE. Funds will be used to support the district in serving the *Zone* schools with staff, extended day for students, and extended year professional development for teachers. These funds will be used by the following schools: Chickasaw Middle School, Fairley Elementary, Ford Road Elementary, Geeter Middle School, Hamilton Middle School, Lucie B. Campbell Elementary, and Magnolia Elementary. Applications are unique to the individual schools' needs and address issues identified as those that caused schools to be named as priority schools.

PROPOSED BUDGET

Salaries	\$	2,915,444
Benefits		588,338
Contracted Services		809,954
Supplies and Materials		154,883
Other Charges		471,202
Capital Outlay		77,400
Total		<u>\$ 5,017,221</u>

Staffing Level 18.50

TITLE I, PART A- IMPROVING THE ACADEMIC ACHIEVEMENT OF THE DISADVANTAGED

TARGET AUDIENCE:

Children who attend schools with a high percentage of low income children enrolled and who are at risk of not meeting challenging state academic achievement standards and state academic assessments

Title I, Part A provides resources to help ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Major focus areas of this funding are school improvement, assessment, and accountability. Title I funds must be utilized for scientifically based research activities which have demonstrated effectiveness in helping students meet state standards.

Approximately 120,000 students receive Title I services. Public and eligible non-public students, teachers, and parents are served. Title I consists of the following: schoolwide programs, parental involvement/notification, services for children in facilities for neglected, services for eligible children in participating non-public schools, evaluation services, administrative support, professional development, and school improvement activities.

PROPOSED BUDGET

Salaries	\$ 23,235,476
Benefits	7,020,680
Contracted Services	2,290,398
Supplies and Materials	13,357,456
Other Charges	1,781,005
Capital Outlay	7,796,617
Total	\$ 55,481,633

Staffing Level 477.78

TITLE I, PART D – Neglected or Delinquent Children and Youth

TARGET AUDIENCE: Children who reside in local and state institutions for neglected and delinquent children and youth.

Title I, Part D provides supplemental resources for educational services to eligible students who reside in local and state institutions for neglected and delinquent children and youth. These resources are used to improve instruction in order to ensure that the children and youth in these institutions have the same opportunity as other children to meet challenging State academic standards. Funds provide services needed to make a successful transition from institutionalization to further schooling or employment and for programs to prevent at risk-students from dropping out of school. Major focus areas of this funding are intervention, instruction, transition, and student support programs.

PROPOSED BUDGET

Salaries	\$ 54,665
Benefits	11,102
Contracted Services	23,653
Supplies and Materials	32,581
Other Charges	5,865
Capital Outlay	2,918
Total	\$ 130,784

Staffing Level 1.00

TITLE II, PART A – TEACHER AND PRINCIPAL TRAINING AND RECRUITING

TARGET AUDIENCE:

Students in grades K-12: teachers and principals for grades K-12

The purpose of Title II, Part A is to increase the academic achievement of all students by helping schools and districts improve teacher and principal quality and ensure that all teachers are highly qualified. These funds are utilized to provide professional development activities that: improve core academic subjects content knowledge of teachers; and improve teaching practices and student academic achievement through effective instructional strategies, methods, and skills, and the use of challenging state academic content standards and student academic achievement standards in preparing students for the state assessments.

PROPOSED BUDGET

	Total
Salaries	\$ 3,610,638
Benefits	1,250,492
Contracted Services	550,000
Supplies and Materials	-
Other Charges	2,037,227
Capital Outlay	-
	<u>\$ 7,448,357</u>
Staffing Level	61.00

TITLE III, PART A – ENGLISH LANGUAGE ACQUISITION, LANGUAGE ENHANCEMENT AND ACADEMIC ACHIEVEMENT

TARGET AUDIENCE:

English Language Learner (ELL) students enrolled in the Unified School District

This program provides instructional support services for the ESL and regular educational programs for English Language Learners (ELL) to help ensure that all ELL students, including immigrant students, attain English proficiency, develop high levels of academic attainment in English, and meet the same challenging State academic standards as all other students. These services will include the use of two system-wide ESL instructional facilitators, bilingual/ESL tutors and family mentors, instructional materials for English acquisition, educational field trips for acculturation, teacher training on second language acquisition/reading instruction for ELL students, interpreters/translators for parent communications, and extended learning opportunities such as after-school and summer programs for ELL students.

PROPOSED BUDGET

	\$
Salaries	838,858
Benefits	266,618
Contracted Services	20,500
Supplies and Materials	106,716
Other Charges	42,167
Capital Outlay	-
Total	<u>\$ 1,274,860</u>
Staffing Level	28.50

TITLE X - HOMELESS CHILDREN AND YOUTH

TARGET AUDIENCE:

Homeless and formerly homeless children and youth

The McKinney-Vento Homeless Education Assistance Act provides funds for Displaced Student Services (formerly Homeless Children and Youth) through the Tennessee State Department of Education. Per the mandates of this Act, resources and services are provided to school-age homeless/formerly homeless children and youth to assure access to a free and appropriate public education consistent with Tennessee's school attendance laws. The program is open to school-age homeless/formerly homeless students, kindergarten-12th grade.

The goals of the grant include: 1) Maintaining a coordinated and collaborative working relationship among both school systems and the service providers; 2) Maintaining a computer database within the school system to identify, monitor and track homeless and formerly homeless students; 3) Facilitating fluid access to schools (i.e., enrollment, transfers) and to all existing services for which homeless/formerly homeless students are eligible; 4) Providing supplemental tutoring and enrichment programs; and 5) Evaluating the project by determining the extent to which the process and outcome goals/objectives are met.

PROPOSED BUDGET

Salaries	\$	127,159
Benefits		30,661
Contracted Services		32,840
Supplies and Materials		18,770
Other Charges		12,570
Capital Outlay		-
Total	\$	222,000

Staffing Level 2.00

VOCATIONAL PROGRAM IMPROVEMENT CARL D. PERKINS VOCATIONAL AND TECHNICAL EDUCATION FUNDING

TARGET AUDIENCE:

Unified School District Career and Technical Education Students

The Carl D. Perkins IV Career and Technical Education Act of 2006 provide funding for secondary career and technical education programs. The purpose is to develop more fully the academic and technical skills of secondary students and post-secondary students who enroll in Career and technical education programs. The key objectives of this funding are: to ensure that career and technical programs complement the academic mission of *No Child Left Behind* and the workforce development mission; to help every youth in a career and technical pathway receive a challenging academic education that prepares him or her for future education and career success in high skill, high demand, and high wage occupations; to ensure that every career and technical program of study in secondary schools offer a smooth transition into a postsecondary program leading to a technical certificate, associate or baccalaureate degree, apprenticeship or a job; make high-quality career and technical programs of study accessible to both youth and career-changing adults through a variety of institutions and delivery models; and to connect career and technical pathways to workforce investment systems to strengthen local, regional and national workforce quality and economic competitiveness. Perkins IV funding is uses for: Adult Career and Technical Programs, Technology Program Improvement; Technology Preparation; and Career Enhancement.

PROPOSED BUDGET

Salaries	\$ 962,072
Benefits	253,683
Contracted Services	225,620
Supplies and Materials	113,000
Other Charges	109,612
Capital Outlay	<u>1,106,609</u>
Total	<u>\$ 2,770,596</u>

Staffing Level 12.00

WORKFORCE INVESTMENT NETWORK - IN-SCHOOL YOUTH Gang Reduction Assistance for Saving Societies Youth (GRASSY)

TARGET AUDIENCE:

Unified School District Students

The Workforce Investment Network (WIN) In-School GRASSY Program provides after-school programs and Saturday Academy Workshops for (50) qualifying students. The focus of these activities is academic enrichment in math, science, reading, career exploration, service learning life skills and work-based learning opportunities, test taking goals, attaining goals and money management. There is a total of seven (7) Saturday Academies throughout the school year. A series of professionals from various fields present during the sessions. Students visit various colleges, universities, cultural events and local businesses. After school sessions are held on site at the two schools; Fairley and Woodale High Schools Monday, Tuesday, and Thursday, between the hours of 3:00 p.m. and 5:00 p.m. Goals are determined and assessed for each youth through pre/post test utilization on employability skills, world of work awareness, language arts and mathematics. Assessment tools used for Math/Language Arts are the TABE Test, Tennessee Gateway Algebra 1 Coach and the Tennessee Gateway English II Coach (Triumph Learning). Steck-Vaughn's On-the-Job series is used for Job-readiness/World of Work Awareness Assessment as well as the Kuder Career Assessment. Students who satisfactorily complete the program requirements may earn a yearly stipend of up to (\$250) and qualify for the Summer Employment Program (if available).

PROPOSED BUDGET

Salaries	\$ 96,428
Benefits	27,077
Contracted Services	14,954
Supplies and Materials	300
Other Charges	4,051
Capital Outlay	-
Total	\$ 142,810

Staffing Level

-

WORKFORCE INVESTMENT NETWORK - IN-SCHOOL

TARGET AUDIENCE:

Unified School District Students

The WIN Training and Employment Program for In-School Youth is an after-school program that provides academic enrichment, tutoring and study skills training, and college and employment preparation for identified seniors at Melrose, Manassas, and Hamilton High Schools. The WIN program coordinates additional services for students designed to promote social skills, cultural awareness, and exposure to the arts and entertainment. The ultimate goal of the WIN program is to insure that all program participants matriculate into post-secondary training or become gainfully employed following program completion.

PROPOSED BUDGET

Salaries	\$ 191,900
Benefits	64,372
Contracted Services	23,972
Supplies and Materials	1,500
Other Charges	8,256
Capital Outlay	-
Total	\$ 290,000

Staffing Level 6.00

WORKFORCE INVESTMENT NETWORK - OUT-OF-SCHOOL

TARGET AUDIENCE:

16-21 years olds residing in Memphis and Shelby County who are high school graduates, attained a GED diploma, or students who have dropped out of or have been permanently expelled from school.

The Workforce Investment Network (WIN) program provides out-of-school students with a comprehensive network of specialized services including GED instruction, occupational and soft skills training, career orientation, and job placement. Program participants are assigned a case manager who develops an individual service strategy based on specific student needs. Participants receive services for academic enrichment, counseling, mentoring, leadership, transportation, and workforce development training. The ultimate goal of the program is to prepare students for full time employment in high demand occupation or successfully matriculate into a post-secondary institution. WIN is a year round program.

PROPOSED BUDGET

Salaries	\$ 139,360
Benefits	50,424
Contracted Services	96,767
Supplies and Materials	4,000
Other Charges	9,449
Capital Outlay	-
Total	\$ 300,000

Staffing Level 2.00

INTERNAL SERVICE FUNDS

INTERNAL SERVICE FUNDS

The District's Internal Service Funds account for goods or services given to one department or entity by another on a cost reimbursement basis. Shelby County Schools' three appropriated Internal Service Funds include the Achievement School District, Printing Services and Supply Chain Management.

The Achievement District (ASD) was established by the Commissioner of the Tennessee Department of Education to improve the overall performance of schools in the bottom five percent in the state.

Printing Services provides confidential and economical printing for the Shelby County Schools District administrative offices as well as schools and other support divisions.

Supply Chain Management provides for the planning, implementation and control of the operations of the supply chain, encompassing all activities involved in the requisition, receipt and distribution of needed inventory necessary for the functioning of Shelby County Schools.

Project Description	Proposed Budget	Positions
Achievement School District	879,252	-
Printing	1,579,941	7
Supply Chain Management	1,208,116	23
TOTAL	3,667,309	30

ACHIEVEMENT SCHOOL DISTRICT

The Achievement District (ASD) was established by the Commissioner of the Tennessee Department of Education to improve the overall performance of schools in the bottom five percent in the state. The ASD will have control of eleven Shelby County Schools in Fiscal Year 2014. The ASD fund accounts for facilities, information technology, security operations, risk management and transportation services the District either manages or provides to the ASD.

	Proposed Budget
Salaries	\$ -
Benefits	- -
Contracted Services	605,865
Supplies and Materials	246,835
Other Charges	26,552
Capital Outlay	- -
Grand Total	<u>879,252</u>

Staffing Level

- -

PRINTING SERVICES

Printing Services provides secure confidential and economical printing for the Shelby County Schools District administrative offices as well as schools and other support divisions. Printing Services utilizes state of the art digital monochrome and full color printers, as well as a full offset print shop for larger volumes of printing. Full finishing and bindery services; variable data printing; bulk mail services such as letter insertion, envelope addressing and sorting; wide-format printing and banners; as well as graphic design are available through our partnership with Graphic Services. It also consults with departments, divisions and schools to develop the most economical alternatives for their communication needs. Printing Services assists with the development of professional bid specifications for outsourced services and materials procurement.

Proposed Budget	
Salaries	\$ 325,775
Benefits	110,008
Contracted Services	446,666
Supplies and Materials	255,285
Other Charges	329,020
Capital Outlay	113,187
Grand Total	\$ 1,579,941

Staffing Level 7.00

SUPPLY CHAIN MANAGEMENT

Supply Chain Management provides for the planning, implementing and controlling the operations of the supply chain with the purpose of satisfying the customer requirements as efficiently as possible. It encompasses all activities involved in requisition, receiving and distribution of needed inventory necessary for the functioning of Shelby County Schools. Supplies and materials purchased and distributed include testing materials, textbooks and workbooks, custodial supplies and chemicals (i.e. toilet paper, hand towels, floor wax), duplicating paper, vehicle fuel, educational material, and vocational material. Supply Chain Management conducts activities in three levels: strategic, tactical and operational. Strategic activities include network optimization, strategic partnerships with suppliers and customers critical for operational improvements such as cross docking, direct shipping, and third-part logistics, and IT infrastructure to support efficient supply chain operations. Tactical activities include collaboration with Procurement Services in source planning including current inventory and forecast demand, inbound operations, outbound operations, and performance tracking. In the coming year, additional focus will be given to extending the supply chain business partners, and suppliers to optimize performance and financial efficiency for SCS.

Proposed Budget	
Salaries	\$ 757,369
Benefits	283,617
Contracted Services	60,323
Supplies and Materials	50,177
Other Charges	30,130
Capital Outlay	26,500
Grand Total	\$ 1,208,116

Staffing Level 23.00

Commissioners

Chris Caldwell, Dr. Snowden Carruthers

Ernest Chism, Joseph Clayton

Stephanie Gatewood, Diane George

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Dorsey E. Hopson, II, Esq.